

MCKNIGHT BRAIN RESEARCH FOUNDATION (MBRF)
Meeting of the Finance Committee of the Board of Trustees
Tuesday, August 22, 2023
5:00 – 6:00 pm EST
via TEAMS

Members: Dr. Allison Brashear, Chair; Ms. Melanie Cianciotto, Corporate Trustee;
Dr. Michael L. Dockery, MBRF Chair; and Dr. Sue Pekarske

Also Attending: Dr. Angelika Schlanger

AGENDA

5:00 pm EST	1.	Call to Order/Welcome/Roll Call	Dr. Brashear
ACTION	2.	Review of Minutes from January 24, 2023, Meeting	Dr. Brashear
ACTION	3.	Strategic Planning Proposals	Dr. Schlanger/Ms. Cianciotto
	a.	Budget	
	b.	Timeline	
	c.	Consultant Recommendation	
	d.	Trustee Engagement in Strategic Planning Process	
	i.	Virtual One on One Interviews	
	ii.	Steering Committee Membership	
ACTION	4.	2024 Inter-Institutional Meeting Budget	Dr. Brashear
	a.	Change in Funding Process	
	5.	Next Steps/New/Old or Other Business	Dr. Brashear
6:00 pm EST	6.	Adjourn	Dr. Brashear
ACTION			

Finance Committee Activity Timeline
For the One-Year Period July 1, 2023, to June 30, 2024

Updated August 4, 2023

Duty (from Committee Charter)	Activity/Action	Outcome	Date	Comments
<i>"...shall coordinate the Board of Trustee's Financial Oversight Responsibilities (through monitoring of) ...financial management, assets, and risks ..."</i>	Review Investments and Investment Policy	Asset Allocation Review (Mike Hill)	July 24, 2023	<i>completed</i>
		Efficient Frontier Analysis (Shelly Simpson)	July 24, 2023	<i>completed</i>
		Monte Carlo Simulation		upon recommendation by Truist or request of the MBRF
		Investment Performance Review	July 24, 2023	<i>completed</i>
		Investment Performance & Asset Allocation Review (Mike Hill)	October 23, 2023	
		Investment Performance & Asset Allocation Review (Mike Hill)	February/March 2024	
		Investment Performance & Asset Allocation Review (Mike Hill)	May 17, 2024	

Duty (from Committee Charter)	Activity/Action	Outcome	Date	Comments
<i>Financial Oversight... "...Ensure Compliance with Federal, State and other Financial Reporting Requirements..."</i>	Assess and Maintain IRS Required Distribution Amount	Minimum Distribution Calculation Report	July 24, 2023 October 23, 2023 February/March 2024 May 17, 2024	<i>completed</i>
	Compensation Review	Examples Presented for Comparison	July 24, 2023	<i>completed</i>
	Tax Filing	Legal Counsel for the MBRF reviews the completed tax form before filing		
	Insurance	MBRF carries D & O Insurance	Renewed annually	Premium paid by Corporate Trustee
<i>Financial Oversight " planning, monitoring and evaluation of ...funding for the McKnight Brain Institutes... and the MBRF Operations"</i>	Monitor Current and Outstanding Gifts and Grants	Gifts and Grants Report	July 24, 2023 October 23, 2023 February/March 2024 May 17, 2024	<i>completed</i>
		Travel Award Program Report	July 24, 2023 October 23, 2023 February/March 2024 May 17, 2024	<i>completed</i>
	Review MBRF Operating Expenses	Year to Date Operating Expenses Report	July 24, 2023 October 23, 2023 February/March 2024 May 17, 2024	<i>completed</i>
		Review & Approve Annual Operating Budget	May 17, 2024	

Duty (from Committee Charter)	Activity/Action	Outcome	Date	Comments
<i>Financial Review...of reports and requests submitted to the MBRF by the MBIs and Other Partners</i>	Review Financial Reports Submitted with the MBI's Annual Reports		February/March 2024	
	Review Financial Information included in Interim and Final Reports for Research Grants		Per terms of the award letter	
	Review Budgets Submitted with Requests for Funding		As submitted	
<i>"...ensure adequacy of MBRF internal controls and compliance with conflict of interest policy..."</i>	Review Signing Authority	MBRF policy is minimum of 2 individuals with signing authority	September 22, 2022	Completed <i>Signers are good for 5 years unless there is a change in the signers for the account</i>
	Conflict of Interest	Conflict of Interest Policy signed by all new and re-elected Trustees and by all Advisory Members of MBRF Committees	ONGOING	

MINUTES
MCKNIGHT BRAIN RESEARCH FOUNDATION
Finance Committee
Via WebEx
January 24, 2023

The Finance Committee of the MBRF conference call was called to order at 4:00 p.m. EST on January 24, 2023 (See Agenda – Attachment 1)

The following members were present:

Dr. Allison Brashear, Chairman
Dr. Michael Dockery, MBRF Chair
Dr. Sue Pekarske Trustee
Ms. Melanie Cianciotto, Corporate Trustee,
Truist Foundations and Endowments Specialty Practice

Others attending:

Dr. Angelika Schlanger, Executive Director
Mr. Henry H. Raattama, Legal Counsel

1. Approval of Minutes

The minutes of the August 9, 2022 MBRF Finance Committee conference call (Attachment 2) were reviewed and approved as amended.

The changes are:

Item 4: The first sentence should read “The Finance Committee reviewed the proposed budget for the 14th Inter-Institutional Meeting (Attachment 5) to be held May 3 – 5, 2023, at the University of Alabama at Birmingham.”

Action Item 1: The Finance Committee members approved the minutes of the August 9, 2022, Finance Committee conference call as amended (Attachment 2).

2. Review of the Updated Finance Committee Activity Timeline

The Finance Committee received the updated Finance Committee Activity Timeline (Attachment 3) for information.

Action Item 2: The Finance Committee members received the updated Finance Committee Activity Timeline (Attachment 3) for information.

3. University of Arizona Foundation Annual Endowment Report

The Finance Committee received the University of Arizona Foundation Annual Endowment Report (Attachment 4) for information.

4. Review Financial Information in the MBI Annual Reports

The Finance Committee reviewed the financial information provided in the MBI Annual Reports (Attachment 5).

a. University of Alabama at Birmingham

The committee had the following questions/comments regarding the financial information:

- There appears to have been a new contribution to The Jarman F. Lowder Endowed Professorship in Neuroscience. Please confirm and provide the contribution amount.
- In the UAB Matching Funds Chart, the Corpus as of 9/30/2022 total shows \$7,062,237. The total should be \$6,762,237. Please correct the total in the chart.
- Please clarify who controls the projected spendable earnings.

b. University of Arizona

The committee had the following questions/comments regarding the financial information:

- For the Quasi Endowment, please provide an explanation for how the \$289,140.00 was spent.
- The financial summary on pages 7 and 8 are for the period July 1, 2021 through June 30, 2022 and pages 9 and 10 are for the period July 1, 2022 through November 30, 2022. Please clarify the difference in the time periods.

c. University of Florida

The committee had the following questions/comments regarding the financial information:

- The Financial summaries include projected amounts for the Fiscal Year 2023 second quarter (October 2022 – December 2022). Fiscal Year 2023, Quarter 2 Financials has not been closed. Please provide updated numbers if/when the Fiscal Year 2023, Quarter 2 Financials have been closed.
- Please provide a summary of the University of Florida Investment Corporation (UFICO) investments for the MBRF endowed assets.

d. University of Miami

The committee did not have any questions/comments regarding the University of Miami regarding the financial information provided in the Annual Report.

5. Proposal for Funding the Evelyn F. McKnight Clinical Translational Research Scholars Dinner at the 2023 AAN Annual Meeting

The Finance Committee reviewed the proposal for Funding the Evelyn F. McKnight Translational Research Scholars Dinner at the 2023 AAN Annual Meeting (Attachment 6). The Finance Committee recommends approval of the \$4,400 budget for the McKnight Clinical Translational Research Scholars Dinner at the 2023 AAN Annual Meeting.

Action Item 3: The Finance Committee recommends approval of the \$4,400 budget for the McKnight Clinical Translational Research Scholars Dinner at the 2023 AAN Annual Meeting.

There being no further business, the meeting was adjourned at 5:00 p.m. EST

Summary of Action Items:

Action Item 1: The Finance Committee members approved the minutes of the August 9, 2022, Finance Committee conference call as amended (Attachment 2).

Action Item 2: The Finance Committee members received the updated Finance Committee Activity Timeline (Attachment 3) for information.

Action Item 3: The Finance Committee recommends approval of the \$4,400 budget for the McKnight Clinical Translational Research Scholars Dinner at the 2023 AAN Annual Meeting.

Respectfully Submitted,

Melanie A. Cianciotto
Truist Bank, Corporate Trustee

MBRF Strategic Planning Proposals – August 2023

Executive Summary

Introduction

Following the board's decision to proceed with strategic planning, Angelika gathered the names of five highly recommended consultants with tremendous experience in strategic planning for grantmaking organizations. Angelika and Melanie interviewed each consultant by Zoom to describe the MBRF's goals, which would entail building upon the foundation's existing strategies and plan. They also sought each consultant's recommendations for a facilitated strategic planning process that would meet the MBRF's parameters related to the timeline, budget, and areas of focus. All five consultants expressed excitement in working with the MBRF and are willing to accelerate their typical process to prepare for a successful in-person planning session with the Trustees on October 23rd in the DC area. Each consultant submitted a proposal, budget, and at least one sample strategic plan for the Board's consideration. All proposal materials can be found by clicking [here](#).

Common themes emerged from the interviews and submitted proposals:

- Four of the consultants outlined a similar process, emphasizing the importance of meeting virtually with each of the Trustees one-on-one before the planning session to gather their insights, and to engage in preparation meetings with Angelika and Melanie to gather context and relevant information in an initial discovery phase that takes place August to September. This phase will culminate in a report that will be shared with a steering committee of Trustees in advance of the October board meeting, which summarizes key findings and input from the Trustee interviews, and which outlines draft strategic content for the Trustees to discuss, refine, and possibly re-organize during the planning meeting. This approach is aimed to enable a focused, productive, engaging, and interactive four-hour in-person planning meeting.
- All five recommended a strategic plan with the foundation's primary goals at the forefront, supported by actionable strategies to help reach those goals and measurable outcomes to track progress.
- All managed expectations that the final product would be delivered and presented in November.

The one outlier in terms of approach was Collaborative Labs, which uses technology and break-outs during the in-person session to identify consensus on goals and strategies; they do not conduct interviews beforehand.

Assessment and Rankings

The chart below provides ratings for each of the consultants based on the interview and proposals. Group Victory and Sutherland Strategies received the top two scores. The Finance Committee Chair has asked for a recommendation to be made in this memo. Given that Sutherland's CEO is unavailable on October 23rd and they require a full day pre-planning meeting, we recommend Group Victory as the best consulting partner for this project. The following pages of this memo provide an overview and assessment of each consultant.

Name	Budget	Relevant Experience and Expertise	Proposed Process/Approach	Strategic Plan Example	Average Score
Group Victory	5	5	5	5	5
Sutherland Strategies	5	5	5	5	5
Christine Koehn	5	4	5	4	4.5
James Mueller & Associates	5	5	3	4	4.25
Collaborative Labs	3	4	4	3	3.5

Proposal Overviews

Group Victory – Dr. Stephen Ferrante and qualified associate - <https://www.groupvictory.net/>

Proposed Budget: \$9,500 + reimbursable travels costs to DC area

Referrals: Numerous colleagues in South Florida, including the United Way of Broward, Community Foundation of Broward, and Jack and Jill Center.

Background: Dr. Stephen Ferrante, who holds social work doctoral and master's degrees, has provided consultation for over 20 years, including with foundations. Dr. Ferrante has dedicated his 40-year professional career to working in human services with various populations across the lifespan, including with the elderly and veterans. Established in 2011 by Dr. Ferrante, Group Victory is a full-service strategy and organization development consulting firm with extensive strategic planning experience.

Proposed Process: The consulting team proposes a participatory process that engages the Executive Director and Trustees in an effort to generate ownership of the process, the plan, and its content, while being respectful of Trustees' positions on and outside of the Foundation board as well as of their time and commitments. *Pre-planning* will involve a review of Foundation documents and web site, conversations with the Executive Director and Corporate Trustee, and one-one-one calls with each Trustee. Group Victory will aggregate all Trustee feedback along with all pre-planning assessment findings in a single collective assessment brief to be disseminated to the board prior to the facilitated strategic planning session. Group Victory will also work with the Foundation's Executive Director and designated Trustees to begin preparing strategic plan content so that drafted documents can be shared with Trustees prior to and during the facilitated strategic planning session. Drafted material will offer the Trustees the opportunity to discuss and formulate final strategic plan content during the session. Group Victory will assist the Board of Trustees and Executive Director to use all information and content to reach consensus on the Foundation's strategic plan. Group Victory will *facilitate action planning* respective of an established Foundation strategic focus, associated initiatives, timeframes, and responsibility. Success measures will be identified to offer a performance tracking structure. Based on these activities, Group Victory will prepare, present, refine, and *submit a final strategic plan* to the Foundation for its Board of Trustees' approval in November.

Sample Strategic Plan: The sample includes all the expected elements of an actionable and user-friendly strategic plan with specific strategies and success measures/outcomes. It is relatively concise and easy to follow.

Assessment: *Strengths*: Highly recommended and experienced in strategic planning; proposal meets timeline and budgetary expectations; known for staying on-task and being efficient; outlines solid strategy for producing a meaningful and consensus-based strategic plan in a short turn-around, which includes developing content before the meeting that the Trustees can respond to; has content-area expertise, working with older adults; sample strategic plan includes key elements in a concise and easy-to-follow format. *Weaknesses*: none.

Christine Koehn, PhD – Independent Consultant - <https://www.linkedin.com/in/christinekoehn>

Proposed budget: \$10,000 + reimbursable travels costs to DC area

Referrals: The Lost Tree Foundation and United Way of Palm Beach County. As a former foundation executive director and now a consultant, Dr. Koehn and Angelika have worked on a variety of initiatives together.

Background: Dr. Koehn has more than 25 years of experience working with private foundations, public charities, governmental agencies, and nonprofits committed to leveraging their resources to address social disparities in

their communities. For nearly half that time, she has served in executive roles. She holds a Ph.D. in Applied Psychology and has been published in numerous professional journals and books.

Proposed Process: To create a meaningful Strategic Plan, Dr. Koehn recommends a process that incorporates regular touch meetings with MBRF's Executive Director, Corporate Trustee, and, if desired, other Trustees designated by the Foundation. At this stage of MBRF's evolution, it is also important for MBRF's Trustees to understand, reflect upon, prioritize, and select from the many education and communications opportunities in which it could invest going forward based on key factors (e.g., alignment to MBRF's vision, partnership benefits, support readiness, funds leveraging, impact potential, etc.). The strategic planning process will include several phases: a discovery phase, a design phase, and an action planning phase. Within the *discovery phase*, the consultant will review MBRF contextual information and conduct virtual one-on-one interviews with the Trustees. It will be important to understand what they feel is working well, where there are opportunities for improvement, and in what direction they see MBRF going in terms of the education, communications and research opportunities available to MBRF. The consultant will then aggregate and analyze the full complement of discovery information, allowing for the emergence of commonalities and themes. This analysis will be presented to the Trustees and will serve as a foundation for the *Trustees' discussions as they are guided* through the steps of reaffirming and/or determining each of MBRF's areas of work as well as each of their related objectives and specific initiatives. During the *action planning phase*, the consultant will work with MBRF's Executive Director and any interested Trustees to determine the steps and details necessary to implement and monitor the initiatives as well as to measure their impact.

Sample Strategic Plan: The samples provided were a bit lengthy, but the one-page summary chart ("Theory of Change") was easy to follow. Dr. Koehn can adjust the presentation based on the MBRF's preferred format.

Assessment: *Strengths:* Highly recommended; experienced in strategic planning; proposal meets timeline and budgetary expectations; outlines strategy for producing a meaningful and consensus-based strategic plan in a short turn-around, including presenting the board with a synopsis and analysis of the discovery information before the planning meeting; content-area expertise; vast experience working for funders/foundations. *Weaknesses:* She is independent and does not have additional team members to support the accelerated process or in case of emergency.

Collaborative Labs at St. Petersburg College - <https://collaborativelabs.com/>

Proposed budget: \$20,096 + reimbursable travels costs to DC area

Referrals: Broward College Foundation. Testimonials included in the proposal include positive comments from the Florida Department of Juvenile Justice, Florida Recreation and Parks Association, and Frank Winston Crum Insurance.

Background: Collaborative Labs at St. Petersburg College, founded in 2004, specializes in the design, facilitation and documentation of highly interactive and dynamic planning sessions that help to identify areas of consensus on strategic vision and priorities. The lead facilitator is Andrea Henning, with more than 26 years of experience leading strategic planning, corporate training, and leadership development, including leading the Lab since 2004.

Proposed Process: The process leverages an accelerated and highly efficient brainstorming technology and methodology. The pre-planning process includes *two data-gathering calls* (with the Executive Director, Corporate Trustee, and, if desired, other designated Trustees) to help determine the agenda for the October 23rd meeting. This data gathering will aid the team in better understanding the full scope of the work to achieve the MBRF's goals. Unlike a traditional consulting approach to strategic planning, client deliverables produced through Collaborative Labs' methodology capitalize on the client as the "content expert," and the Collaborative Labs are

the “facilitative process experts.” During the meeting, the board will break out into groups at times and leverage technology and discussion to “Dream” (align on vision and goals), “Design” (develop the strategies to reach our goals) and “Designate” (develop timeline and accountable parties). They will facilitate the MBRF’s planning engagement to achieve the goals as set out through the approved agenda. The final deliverable is a “Real-Time Record,” which is a written report that includes all aspects of the planning session - including brainstorming activities, comments shared, and report outs – and a “Roadmap” (strategic plan). The Roadmap will be delivered following the session and will include the near-term action items, success metrics, champions, resources needed and timeframe to achieve the vision, goals, and strategies.

Sample Strategic Plan: A rather lengthy Real-Time Record summarizes the discussions during the meeting, culminating in a brief strategic plan, that may need to be fleshed out further to suit the needs of the MBRF.

Assessment: *Strengths:* innovative approach and process that leverages technology to produce efficiencies; will alleviate time spent before the meeting as the consensus is gained through the various exercises that are facilitated during the in-person session. *Weaknesses:* largest budget; participation for those attending the meeting virtually may be challenging; very specific approach that may not fit expectations of a typical strategic planning process.

Sutherland Strategies - Carrie Pickette-Erway and Chris Sutherland - <https://sutherlandstrategies.com/>

Proposed Budget: \$13,750 + reimbursable travels costs to DC area and to FL (for pre-planning meeting)

Referrals: The Miami Foundation, Community Foundation of Broward, and the A.D. Henderson Foundation.

Background: Sutherland Strategies, LLC was founded in 2001 and since then has worked with more than 175 foundations in the U.S. on projects ranging from comprehensive, organization-wide strategic planning processes to more focused. The firm is distinguished by the team’s deep knowledge of and hands-on experience, having worked in the field of philanthropy for more than 50 years collectively. Christina Sutherland Mockler formed the firm following her work at the executive level of two California foundations. Carrie Pickett-Erway is the immediate past president of Kalamazoo Community Foundation, where she worked for over 23 years.

Process: The process is intended to help the MBRF synthesize and organize existing strategy content, engage the board to refine and formalize this into a concise plan, and to establish commonalities or “crosswalks” between the communications planning. The process will maximize what is already in hand, clarify what has the greatest relevancy for MBRF, and weave those inputs together, based on contributions and buy-in from key internal stakeholders. The proposed process, which can be adapted to the MBRF’s needs includes four principal phases: (1) Project Planning; (2) Engaging Internal Stakeholders and Organizing Content; (3) Setting the Course; and (4) Implementing the Plan. The first phase will include interviews with the Trustees about the existing strategic content, priorities within, and stakeholders’ vision for the Foundation’s future. The second stage includes working with the staff (and key members of the board, as designated) to produce an Overview and Synthesis Report, which will summarize the data gathered in the stakeholder interviews and organize the information within the context of the existing strategic plan content. The Report would set the stage for an in-person meeting of a “Preview” Team that would include staff and key board members to build the scaffold of a draft plan to be shared with the full board at their October 23rd meeting. During stage 3, the board will receive a draft (skeletal) strategic plan including mission, vision, values, goals, and objectives to be discussed through an interactive session on October 23rd. This discussion clarifies, defines, and may potentially reorganize the content of the draft plan, specifically for the components that the board oversees from their governance role. At the conclusion of the planning process, the consultants will produce an updated strategic plan for the board’s final review and approval. They anticipate that this deliverable may include a refreshed (only if necessary) vision and mission, and

high-level goals. The goals would be supported by time-specific and accountable objectives for documenting progress against the plan.

Sample Strategic Plan: Several plans were shared that include goals, objectives, strategies and measurable outcomes in an easy-to-follow format that would meet the needs of the MBRF.

Assessment: *Strengths:* Highly recommended and most experienced in strategic planning with foundations, having worked with over 200 grantmakers; proposal meets timeline expectations; sample strategic plan includes key elements in a concise and easy-to-follow format; experienced team supports the process. *Weaknesses:* a little higher in budget than some of the other proposals, though the total appears to be reasonable for the level of engagement and experience; Chris Sutherland will not be able to attend the planning session.

James Mueller and Associates - <https://jmuellerassociates.com/>

Proposed Budget: \$10,000 + reimbursable travels costs to DC area

Referrals: Jen Klaassens Consulting, Community Foundation of Broward, and Broward College Foundation.

Background: For 20 years, James Mueller & Associates has specialized in organizational development, governance, and philanthropic strategy. The team is known for the careful research and rigorous analysis that it brings to philanthropy and fundraising. The agency has worked with a range of high-profile clients in Florida and nationwide, including foundations, non-profits, and healthcare funders.

Process: The consultant suggests that in crafting a strategy, clarity is critical – including clarity of vision and value proposition, strategic imperatives, measurable outcomes/deliverables, and key activities that will be undertaken to achieve the vision. The scope of work to produce a written document that is vetted and approved by the board entails the following steps: discovery, planning, assimilation of discoveries and board recommendations into a written plan, and presentation of final plan to the board. In *Discovery*, the consultant will work with the Executive Director, Corporate Trustee, and any other foundation designees to review the existing documents and strategies and identify key areas of concern or opportunity that may affect the strategic plan. The consultant will design carefully structured, twenty-minute, one-on-one Zoom or telephone interviews with each of the ten Trustees to explore their personal perspectives on critical issues related to the strategic planning process. Individual interviews are crucial to understanding a Trustee's nuanced views of issues. During the *Planning* phase, the consultant will work closely with the ED and Corporate Trustee, and designated Trustees, to clarify concepts that form the foundation of the strategic plan and to draft a preliminary roadmap that includes strategic imperatives, measurable outcomes/deliverables, and key activities. To achieve substantive and valuable input and outcomes from the session, Trustees will be given a preliminary draft of a roadmap before the meeting so that they can trace the logic and focus their thinking on the most critical elements: measurable outcomes/deliverables and key activities. Following the *Trustee retreat*, the consultant will assimilate feedback and work with the team to determine the format of the plan. The *final plan* will be written, reviewed with the team, and will then be translated into a PowerPoint Presentation to the board.

Sample Strategic Plan: Various samples were submitted demonstrating a range of formats and ability to customize to each organization. Plans were easy to follow and had strategic imperatives, goals, and objectives.

Assessment: *Strengths:* highly experienced in strategic planning with a range of non-profit and for-profit entities; can provide a variety of strategic plan formats that include key elements; experienced team supports the process; outlines strategy for producing a meaningful and consensus- based strategic plan in a short turn-around. *Weaknesses:* appears to be near capacity with other clients; proposed budget is a third below what he normally charges; proposed plan includes fewer hours devoted to the project than the other proposals.

Group Victory

STRATEGIC PLANNING PROPOSAL

for

McKnight Brain Research Foundation

Submitted by:

Stephen Ferrante, Principal Partner

Group Victory LLC

P. O. Box 39775, Fort Lauderdale, FL, 33339

sferrante@groupvictory.net

(954) 249-2323

www.groupvictory.net

EXECUTIVE SUMMARY

McKnight Brain Research Foundation is the nation's only private foundation dedicated exclusively to discovering the mysteries of the aging brain. The Foundation's vision is to improve quality of life by better understanding and alleviating age-related memory loss. The Foundation's mission focuses on scientific research, collaboration, communication, and achievement. McKnight Brain Research Foundation seeks an experienced strategic planning consultant to lead and facilitate its Board of Trustees in developing an organizational strategic plan.

Established in 2011, Group Victory is a full service strategy and organization development consulting firm with extensive strategic planning experience. A service-disabled veteran-owned small business, Group Victory assists non-profit, public, and for-profit organizations with setting a strategic direction, building capacity, forging effective operations, and achieving measurable results. Group Victory consultation services include the following:

Strategy and Organization Development

Organizational Analysis & Operational Processes
Strategic Planning & Execution
Capacity Building & Resource Acquisition

Governance and Leadership Development

Roles, Responsibilities & Infrastructure
Recruitment, Onboarding & Training
Performance Accountability

Evaluation

Needs and Community Assessment
Process & Outcome Measurement
Performance & Quality Improvement

Group Victory offers effective and efficient strategic planning and project management expertise in analysis, plan development, stakeholder engagement, consensus building, and implementation tactics. The firm provides guidance and technical assistance that strengthen agencies' foundation, focus, direction, strategies, and results. Throughout engagements, the firm employs collaborative approaches to successfully design and manage the overall process, participants, and communication.

STRATEGIC PLANNING APPROACH

Group Victory proposes strategic planning consultation that will engage McKnight Brain Research Foundation in a comprehensive and participatory process that builds on the organization's history, strengths, and accomplishments and positions the agency for continuity, advancement, and success. This includes guiding the Foundation's Board of Trustees and Executive Director in pre-planning assessment, strategy and plan development, and associated activities that positively influence strategic plan implementation and results. This process will encompass discovery, planning, and articulation for execution.

Group Victory understands the Foundation's strategic plan scope of work to include pre-planning information and document analyses, Trustee interviews, planning meeting facilitation, plan development, and plan presentation/submission. This encompasses working closely with the Foundation's Executive Director, Corporate Trustee, Board of Trustees Chair, and Board of Trustees. Accordingly, immediately following consultation engagement, Group Victory will work with the Foundation to confirm the process, timeline, and deliverables.

Group Victory will conduct a pre-planning assessment that includes collecting and reviewing information about the Foundation through its website and documents. Documents reviewed during this pre-planning assessment will include, but may not be limited to the organization's existing strategic plan, brochure, landscape analysis, and communications survey report. Group Victory will also engage in discussions with the Executive Director, Corporate Trustee, Board Chair, the Foundation's communications agency, and other organizational designees to gather additional and valuable Foundation information to inform the strategic plan.

Review of the prior Foundation strategic plan will yield information regarding implementation progress, achievements, and remaining priorities. Examination of available Foundation information will provide a historical context and current status. Information gained from the landscape analysis and communications survey report will offer a foundation from which the strategic plan can be informed and developed.

Working collaboratively with the Executive Director, Corporate Trustee, Board Chair, and the Foundation's communications agency will offer the opportunity to review the Foundation's mission and vision statements, pre-determined priorities, and potential strategies. Interaction with and information from the Foundation's communications agency can help formulate the communications content within the strategic plan. Overall, investing the time and effort in these activities will ensure a solid framework from which the Foundation's strategic plan can be developed.

Group Victory will conduct one-on-one interviews with all 10 Foundation Trustees. These interviews will occur via Zoom and are critical to informing the strategic plan. The Foundation's Trustees are appointed to establish and oversee the strategic direction of the organization. Accordingly, they play an integral role in ensuring the Foundation's advancement, and their expertise and perspective is vital to informing and supporting the strategic plan.

Interviewing the Foundation's Trustees will give Group Victory the opportunity to gather important information associated with the Trustees' priorities and recommendations. Trustee interviews will also afford Group Victory the opportunity to initiate a rapport with the Trustees prior to the facilitated strategic planning session. As this session is currently planned for only four hours, connecting with the Trustees prior will help document strategic plan considerations in advance of the meeting. Furthermore, pre-meeting interaction will promote a more engaged, efficient, and productive in-person strategic planning session.

Group Victory seeks to facilitate a participatory and transparent strategic planning process. At the same time, Group Victory will be respectful of Trustees' positions on and outside of the Foundation board as well as of their time and commitments. Group Victory will aggregate all Trustee feedback along with all pre-planning assessment findings in a single collective assessment brief to be shared prior to the facilitated strategic planning session.

Group Victory will work with the Foundation's Executive Director and/or any Foundation designees to begin preparing strategic plan content so that drafted documents can be shared with Trustees prior to and during the facilitated strategic planning session. Drafted material will offer the Trustees the opportunity to discuss and formulate final strategic plan content during the session. Group Victory will assist the Board of Trustees and Executive Director to use all information and content to reach consensus on the Foundation's strategic plan.

Group Victory will conduct the facilitated strategic planning session in-person during one single day for a minimum of four hours with the full Board of Trustees and Executive Director. Group Victory will facilitate this session on the date and time and at the location designated by the Foundation. This session is scheduled for Monday October 23, 2023 from 8:00 a.m. to 12:00 p.m. in Washington, DC.

Group Victory will facilitate action planning respective of an established Foundation strategic focus, associated initiatives, timeframes, and responsibility. Success measures (such as deliverables, work products, and metrics) will be identified to offer a performance tracking structure for plan implementation, progress, and evaluation. Based on these activities, Group Victory will prepare, present, refine, and submit a final strategic plan to the Foundation for its Board of Trustees' approval.

The final strategic plan will be vetted through the Foundation Executive Director prior to presentation to the Trustees. The presentation of the final strategic plan to the Board of Trustees will be conducted remotely through Zoom. Group Victory can also provide technical assistance and tools to foster successful strategic plan implementation, achievement, and accountability as applicable, desired by, and agreed upon with the Foundation.

PROJECT DELIVERABLES & TIMELINE

Group Victory proposes the following timeline and schedule of project deliverables to best meet the Foundation's strategic planning requirements and desired outcomes:

MONTH	MAJOR TASKS	MILESTONES
Month 1 August 2023	<ul style="list-style-type: none"> ...Foundation Executive Director project launch meeting conducted ...Outline, format, and timeline for project scope, work, and deliverables confirmed ...Strategic planning activities launched ...Pre-planning assessment initiated (<i>Foundation documents and information collection and review</i>) ...Strategic planning progress documented and reported 	<ul style="list-style-type: none"> ...Project launch meeting ...Project work plan ...Document/information review ...Strategic planning progress documentation
Month 2 September 2023	<ul style="list-style-type: none"> ...Executive Director meeting(s) and coordination ...Foundation's communication agency meeting(s) and coordination ...Trustees' interviews scheduled and conducted ...Trustees' feedback obtained ...All assessment information collected and analyzed ...Pre-planning assessment findings compiled and reported ...Strategic planning progress documented and reported 	<ul style="list-style-type: none"> ...Project meetings ...Pre-planning assessment completed ...Pre-planning assessment findings documented and briefed ...Strategic planning progress documentation

<p>Month 3</p> <p>October 2023</p>	<p>...Executive Director meeting(s) and coordination</p> <p>...Mission and vision statements confirmed and articulated</p> <p>...Strategic plan priorities verified and documented</p> <p>...Strategic plan goals and objectives identified</p> <p>...Concrete action plan drafted (<i>initiatives, timeframes, responsibility, and success measures</i>)</p> <p>...In-person strategic planning session facilitated</p> <p>...Strategic plan content confirmed</p> <p>...Strategic planning progress documented and reported</p>	<p>...Strategic plan content generated</p> <p>...Strategic plan drafted</p> <p>...Strategic planning progress documentation</p>
<p>Month 4</p> <p>November 2023</p>	<p>...Executive Director meeting(s) and coordination</p> <p>...Final strategic plan drafted and presented with Board of Trustees</p> <p>...Implementation guidance (<i>communication, tactics, and tools</i>) provided as applicable and agreed upon</p> <p>...Strategic planning progress documented and reported</p>	<p>...Final strategic plan submission and approval</p> <p>...Strategic planning progress documentation</p>

CONSULTATION CREDENTIALS AND QUALIFICATIONS

Group Victory principal partner, Dr. Stephen Ferrante, will serve as the lead consultant. Dr. Ferrante will be responsible for coordinating, supervising, and managing the work and deliverables. Dr. Ferrante will maintain a key role in strategic planning facilitation, associated work products, and deliverables.

Dr. Stephen Ferrante possesses extensive professional experience and a proven strategic planning track record. Dr. Ferrante has dedicated his 40-year professional career to working in human services with various populations across the lifespan in clinical, supervisory, and administrative capacities. His work includes strategic and business planning, advocacy and policy practice, grant acquisition and program development, systems of care design and capacity building, operations and implementation, training, change management, and evaluation. Dr. Ferrante has managed multi-million-dollar budgets, large diverse workforces, and numerous projects including national demonstrations and evidence-based initiatives. Dr. Ferrante, who holds social work doctoral and master's degrees, has provided consultation for over 20 years, including with Foundations and grantmaking agencies.

Upon confirmation of the consultation scope of work and executed contract, Group Victory will designate other qualified firm associates as required to assist with facilitation and completion of the Foundation's strategic planning activities and deliverables.

STRATEGIC PLANNING EXPERIENCE

In the area of strategic planning, Group Victory has assisted numerous organizations with pre-planning assessment; mission, vision, and values confirmation; priorities identification; goals and objectives setting; action planning; and implementation support. In this role, the consulting team has facilitated analysis and planning activities; surveyed key stakeholders; developed comprehensive strategic and operational plans; and provided user-intended, concrete, and actionable work products. The team has conducted these activities in collaboration with organizations' boards, executives, supervisory staff, frontline personnel, and agency stakeholders through respectful, inclusive, engaging, and developmental approaches and undertakings.

Group Victory has been engaged for strategic planning at multiple organizational development phases. This includes during the initial years following a start-up, after a period of significant growth, at a time when the agency is faced with challenges, and as part of standard governance and operations. This work encompasses effective board engagement and facilitation. The consulting team are knowledgeable, skilled, and resourceful facilitators and project managers who provide the required coaching and technical assistance to ensure success during planning and implementation.

Group Victory's facilitated strategic planning sessions are organized, focused, and time-sensitive. Adherence to productivity and efficiency is consistently employed. Moreover, vetting and due diligence is exercised including to generate organizational ownership of the process and the strategic plan. Group Victory works with companies to generate accomplishments throughout the strategic planning process. These tactics yield positive reinforcement and foster momentum.

Group Victory has assisted agencies nationwide. Encompassing work with small, mid-sized, and large organizations, consultation has included strategic organizational plans, board governance and action plans, company business plans, agency operational plans, and the designation of responsibility, resources, and metrics for successful implementation. In this capacity, work has involved client agencies of similar nature, size, scope, and complexity to the Foundation and represents project coordination, management, reporting, and work products in accordance with contractual requirements and expectations on schedule and within budget.

Group Victory's success with strategic planning consultation is aligned with its team's philosophy, expertise, and service approach. The consulting team believes in an inclusive, participatory, and objective process that engages stakeholders (board, executives, personnel, community partners at all levels) from the start, particularly in an effort to generate ownership of the process, the plan, and its content. Throughout the engagement, the consulting team will facilitate a participatory and equitable process that engages the Foundation Trustees, Executive Director, and designees in all phases. In addition, the consulting team will maintain confidentiality and adhere to ethical practices.

When leading agencies through a strategic planning process, Group Victory reinforces the importance of being visionary and innovative. A strategic plan should not only support current operations but move the organization toward excellence. Moreover, inspiring enthusiasm through the strategic planning process is a most critical step and part of Group Victory's methods.

For an organization to propel plan development and implementation, it needs project management capability. Group Victory ensures client agencies understand project management and possess the capacity for effective project management during and after the engagement. Group Victory evaluates the impact of its strategic planning consultation by the number of developed plans successfully executed.

Group Victory will solicit the Foundation's input before submitting the final product. Accordingly, the final strategic plan is known, understood, and supported prior to its approval, release, and implementation. Using this approach ensures the Foundation's active involvement and input as well as clear expectations of results. Accordingly, Group Victory will deliver a clear, concrete, and user-friendly strategic plan with relevant, practical, and operational content.

BUDGET

The following table documents the proposed reimbursement schedule based on the project deliverables and timelines outlined above:

PROJECT MONTH	TASKS	COST
Month 1 August 2023	Project launch meeting, project work plan, pre-planning assessment activities, organizational document and information review, strategic planning process coordination, and strategic planning progress reported <i>16 projected hours @ \$125 per hour</i>	\$2,000
Month 2 September 2023	Pre-planning assessment activities and completion, Executive Director meetings and coordination, Foundation's communication agency meetings and coordination, Trustees' interviews and feedback, all assessment information collected and analyzed, pre-planning assessment findings report and briefing, and strategic planning progress reported <i>24 project hours @ \$125 per hour</i>	\$3,000
Month 3 October 2023	Executive Director meetings and coordination; Foundation mission and vision articulated; strategic plan priorities, goals, and objectives documented; action plan drafted (<i>initiatives, timeframes, responsibility, and success measures</i>); in-person strategic planning session facilitated; strategic plan drafted; and strategic planning progress reported <i>24 project hours @ \$125 per hour</i>	\$3,000
Month 4 November 2023	Executive Director meetings and coordination; final strategic plan completed and vetted; final strategic plan presented to Board of Trustees; strategic plan approved; implementation guidance (<i>communication, tactics, and tools</i>) provided as applicable; and strategic planning progress reported <i>12 project hours @ \$125 per hour</i>	\$1,500
TOTAL		\$9,500

The compensation outlined in the table above is inclusive of any and all direct, indirect, administrative, and project materials associated with performance of duties and completion of work products.

All travel related expenses associated with this strategic planning engagement, consultation, and scope of work will be reimbursed separately by the Foundation based on receipts.

Engagement associated with this proposal can be extended for additional reimbursed consulting services for any period based on mutual agreement by both the Foundation and Group Victory.

Group Victory has the existing expertise and capacity to initiate consulting services immediately following notification and execution of a contractual agreement with the Foundation. In addition, the consulting team will work cooperatively with the Foundation for any additional and/or follow-up consultation, support, and/or contracting as deemed necessary by the Foundation.

Group Victory will provide professional consultation references upon request.



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

OBJECTIVE #	STRATEGY	ACTIONS (<i>Who & What</i>)	START	STOP	SUCCESS MEASURE	EVALUATION APPROACH
1: Increase and diversify annual revenue and growth opportunities	Explore and establish an endowment fund	1. Establish Endowment Committee and appoint Chair 2. Committee Chair and Chief Development Officer (CDO) asks individuals to join Endowment Committee 3. Committee establishes target amount 4. Committee selects endowment managing firm 5. Committee develops and launches fundraising campaign	3/2023	12/2025	Established and active committee Defined amount Established managing account Executed campaign strategies	Opened Endowment Fund
	Implement a major gifts campaign	1. CDO designated \$25,000 or over as a major gift 2. CDO and Business Development Manager create campaign materials 3. CDO identifies prospects 4. Development Committee assists with relationship building and making asks 5. Repeat process in 2024 and 2025	5/2023	12/2025	Generated revenue	10 major gifts or \$250,000
	Revitalize gift society	1. CDO assigns staff responsibility 2. Development committee hosts breakfast/lunch with financial planners, attorneys, and certified public accountants 3. Repeat process in 2024 and 2025	2/2023	12/2025	Mailed invitations Hosted event attendance Expressed interest	100 solicitations



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

OBJECTIVE #	STRATEGY	ACTIONS (<i>Who & What</i>)	START	STOP	SUCCESS MEASURE	EVALUATION APPROACH
2. Address operational and workforce needs for the Center's optimal performance	Invest in and solidify elementary school programming	1. Senior Director of Education and Human Resource Director determine staff professional and leadership development needs 2. Conduct professional and leadership development 3. Hire Director of Elementary Education 4. Determine need for additional elementary school administrators 5. Hire School Counselor 6. Hire Manager of Out-of-School Time 7. Create elementary school workgroup 8. Solidify social-emotional curriculum for elementary school 9. Develops standardized behavior management and discipline protocol aligned with SEL curriculum 10. Assess pre-school students at 4 th birthday 11. Selects elementary school and out-of-school accreditation body 12. Senior Director of Education applies for accreditation	1/2023	12/2025	Improved employee morale Improved student behavior Decreased incidents of student discipline issues Improved student academic performance Accreditation	Results of employee and pulse surveys (<i>year-to-year comparison</i>) Staff retention rates (<i>year-to-year comparison</i>) Student discipline rates (<i>year-to-year comparison</i>) Math levels measured three times per year Readings levels measure three times per year Maintained licensure Maintained accreditation



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

		13. Prepares for accreditation and accreditation survey 14. School passes accreditation survey and obtains accreditation 15. Defines improved student outcomes 16. Invests in an intervention curriculum 17. School staff increase assessment components 18. Senior Director of Education and managerial staff increase team member engagement and recognition				
	Continue to ensure security for children, families, and staff	1. An external security audit has been conducted 2. Manager of Facilities and Procurement implements security audit report recommendations 3. Safety team formalizes emergency handbook 4. Safety team implements text app 5. Safety team meets after every incident for debriefing 6. Manager of Facilities and Procurement and Human Resource Director ensure safety onboarding for all staff	1/2023	12/2025	Safety team meetings Implemented safety protocols Regular safety reviews Effective incident management	Protocol adherence
	Meet student enrollment requirements	1. Senior Director of Education establishes enrollment taskforce	1/2023	12/2025	Achieved enrollment targets	



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

		2. Taskforce plans and conducts open house events 3. Taskforce facilitates assertive outreach particularly for first through fourth grades 4. Taskforce facilitates transition of Center PreK to elementary school 5. Senior Director of Education determines staffing requirements 6. Additional elementary school teachers and staff are hired as required			Number of student enrollments Two classrooms in kindergarten through fourth CRA compliance Grant compliance Generated revenue	Collection, analysis, and reporting of enrollment data Alignment with CRA goals
	Improved student attendance	1. Senior Director of Education establishes student attendance taskforce 2. Taskforce establishes attendance goals 3. Taskforce redrafts attendance policies 4. Taskforce creates system for absence documentation 5. Taskforce creates incentives for student attendance 6. Senior Director of Education notifies families of attendance requirements and documentation 7. Chief Financial Officer bills families for unexcused absences	1/2023	12/2025	Increased student attendance rates Improved student socio-emotional and academic achievement	Collection, analysis, and reporting of attendance data Monthly dashboard review of attendance data (<i>school and classroom trends</i>) Comparative analysis between attendance and academic performance



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

OBJECTIVE #	STRATEGY	ACTIONS (<i>Who & What</i>)	START	STOP	SUCCESS MEASURE	EVALUATION APPROACH
3. Enhance board diversity and board practices	Define board member roles and expectations	1. Governance Committee reviews drafted board member descriptions and expectation document in drafted board manual 2. Governance Committee approves board member descriptions and expectation document 3. Governance Committee distributes board member descriptions and expectation document to board members and officers	3/2023	5/2023	Approval and distribution of board member descriptions and expectation document Board member engagement and accountability	100% board member signature and adherence Board scorecard ratings
	Review and identify ideal board composition	1. Governance Committee establishes a characteristics matrix of existing board member composition 2. Governance Committee documents desired board member characteristics for future board composition recruitment 3. Board recruitment activities focused on desired board member characteristics 4. Fill board member vacancies based on desired characteristics	3/2023	12/2025	Increased board diversity (<i>demographic and talent characteristics</i>)	Annual board composition inventory
	Develop and implement annual board onboarding and training plan	1. Executive Committee reviews and updates onboarding materials as applicable	5/2023	12/2025	Number of board training sessions Annual board retreat	Number and percentage of board member participants



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

		2. Executive Committee surveys board members on training needs and interests 3. Executive Committee creates annual training plan based on survey results 4. Leadership team schedules and conducts training sessions including education component at all board members 5. Executive Committee schedules and conducts an annual board retreat				
	Continue to educate board on strategic, critical, and risk management issues	1. Board Secretary includes risk management as standing agenda item on all board meetings agendas 2. CEO presents strategic, critical, and risk management issues at all board members as applicable 3. Board members discuss risk management issues and support CEO as applicable	3/2023	12/2025	Strategic board discussion Implementation of strategic plan strategies	Board support for agency strategic, critical, and risk management issues



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

OBJECTIVE #	STRATEGY	ACTIONS (<i>Who & What</i>)	START	STOP	SUCCESS MEASURE	EVALUATION APPROACH
4. Strengthen community outreach, awareness, and involvement	Determine staffing and resource capacity and requirements for effective marketing and community engagement	1. CDO examines marketing requirements and resources 2. CDO determines and reports gaps	6/2023	12/2025	Adequate staffing and resources	Completion of activities Budget allocation for scope of work
	Increase presence and participation in community events and activities	1. CDO and Community Relations Coordinator create "Community Champions" role description 2. Community Relations Coordinator recruits staff to serve as community champions 3. Community Relations Coordinator trains staff to serve as community champions and on speakers' bureau 4. Community Relations Coordinator identifies and tracks community events and activities 5. Community champions represent Center at community events and activities	1/2023	12/2025	Increased community visibility, awareness, and engagement Improved community partnerships	Completion of activities and deliverables Count of community champions Count of community events and activities
	Improve the accuracy and relevance of telling the Center's story within marketing materials and media	1. Marketing Manager engages community champions in informing marketing materials 2. Data manager collects Center performance data and provides impact report	1/2023	12/2025	Improved and consistent marketing	Completion of activities and deliverables



STRATEGIC PLAN IMPLEMENTATION WORKSHEET

		<p>3. Marketing Manager reviews, updates as applicable, and distributes elevator speech</p> <p>4. Marketing Manager updates and distributes marketing materials and messaging</p>				
	Increase parent and family engagement	<p>1. Senior Director of Education identifies consistent meeting time for <i>Families as Partners</i> Council</p> <p>2. Senior Director of Education and Council ensure interactive meeting agendas</p> <p>3. Senior Director of Education uses Council feedback to inform school programming and activities</p> <p>4. Council determines frequency of family activities and events</p> <p>5. Council identifies, designates, and defines "Family Ambassadors" (<i>family volunteer role</i>) to represent Center at community events and activities and speak about Center</p>	1/2023	12/2025	<p>Parent and family activities</p> <p>Parent and family attendance</p> <p>Parent and family participation</p> <p>Collected parent and family feedback</p>	<p>Track rates of parent and family activities, attendance, and participation</p> <p>Track parent and family feedback informed practices</p>



Sutherland Strategies

CONSULTANTS TO PHILANTHROPY

McKnight Brain Research Foundation

Strategic Planning Update Services Proposal

August, 2023

Christina Sutherland Mockler, Principal

chris@sutherlandstrategies.com

510.381.0477

Carrie Pickett-Erway, Partner

cpicketterway@outlook.com

269-569-0008

Firm Background

Sutherland Strategies, LLC, provides comprehensive consulting services to the field of philanthropy throughout the U.S. While we specialize in community foundations, our team has experience with a variety of organizational types in the nonprofit sector and has provided strategic guidance to multiple private foundations. We are uniquely experienced in strategic planning, vision, and goal setting; organizational assessments and re-designs; asset development and endowment planning; community leadership development; and board governance training, among other practice areas. Sutherland Strategies, LLC was founded in 2001 and since then has worked with more than 175 foundations in the U.S. on projects ranging from comprehensive, organization-wide strategic planning processes to more focused. Our firm is distinguished by our team's deep knowledge of and hands-on experience, having worked in the field of philanthropy for more than 50 years collectively. We have designed processes as different as each foundation client to engage board, staff, donors, and community stakeholders to provide input, and processes for the foundations to extract what is relevant and meaningful to their planning *from* that input. Infusing creative solutions and innovating along the way is part of our culture.

Christina Sutherland Mockler is Sutherland Strategies' Principal and Founder. She formed the firm following her work at the executive level of two California foundations. Chris served as Chief Operating Officer and Vice President of Programs and Donor Services for the East Bay Community Foundation. Prior to East Bay, Christina was the Vice President of Programs for the former Peninsula Community Foundation (now part of the Silicon Valley Community Foundation), where she managed a competitive grants budget of more than \$5 million annually and personally advised the Foundation's highest net worth donors on their personal charitable giving. Chris' hands-on experience as a foundation leader inspired the creation of Sutherland Strategies, focusing on organizational effectiveness targeted to philanthropic institutions. Her work across all the disciplines of a foundation informs her approach to delivering fully integrated strategic plans for foundations.

Carrie Pickett-Erway is the immediate past president of Kalamazoo Community Foundation. Carrie started her career in social work, focused on public policy, community development, and philanthropy. Over 23 years at the Kalamazoo Community Foundation (KZCF), Carrie served as Intern, Program Officer, Vice President of Community Investment, and the last ten years as the President/CEO. As President/CEO, Carrie personally advised the Foundation's highest net worth donors on their personal charitable giving and led the organizational transition to an equity focused community leader. Carrie led or supported the implementation of more than 20 community initiatives and led the leadership team and board through a cultural transformation. The staff of KZCF expanded from 34 to 45 people and diversified. Volunteer roles throughout the organization, including the board, also expanded, and diversified. In the role of President/CEO, Carrie convened all philanthropic entities in Kalamazoo County, including private foundations, family foundations, operating foundations, and United Ways. Carrie served on several boards, including the Western Michigan University Homer Stryker M.D. School of Medicine, Grantmakers for Effective Organizations, and CFLeads.

For this project, Sutherland Strategies Partner, Carrie Pickett-Erway, will provide leadership. Sutherland Strategies works extensively with foundations throughout the U.S. We have a team of one principal, one

partner, two associates and three part-time support staff. At its core, the team at Sutherland Strategies believes that philanthropic organizations can hone their vision, strategy, and resource allocation so that precious capital is directed to have the greatest impact on the issues they are seeking to address in their communities, however community is defined.

Strategic Planning Approach

Our approach is straightforward. While certain steps are typically undertaken by any consultant or organization during strategic planning, the outcome of every strategic plan is ultimately very different. Every strategic plan must reflect the culture and values of the organization, the population and type of community it serves, the economic conditions and development potential, and most importantly, the kind of outcomes it seeks. There is no one cookie-cutter solution. We believe that each organization is unique, and while there are certain best practices that we will bring to inform the process, each organization must chart its own future based on its unique culture, community, and history.

We understand that this is not a typical strategic plan consultancy, and the McKnight Brain Research Foundation (MBRF) seeks an update of an existing plan that integrates extensive strategy content already developed by the board and staff. We further understand that the Foundation is investing considerable time and resources in the separate process to develop a communications plan. Instead, MBRF's needs are for a consultant to help the Foundation synthesize and organize the existing content, engage the board to refine and formalize this in a concise plan, and to establish commonalities or "crosswalks" between the communications planning. The process will maximize what is already in hand, clarify what has the greatest relevancy for MBRF, and weave those inputs together. Through this process, staff and board members will be leveraged in strategic ways to ensure that the new revised strategic plan has contributions and buy-in from key internal stakeholders.

We firmly believe that no consultant – or for that matter, professional staff alone – can drive a strategic planning process. It must be embedded in the voluntary board leadership of the organization, which ideally reflects the leadership and values of the community it serves, whether that be based on geography or identity. As consultants to the planning process, we serve as trusted guides, facilitators of discussions, provocateurs to raise neglected questions or issues, and ultimately as the organization's scribes, faithfully reflecting the many decisions reached as part of the planning process. Our approach leverages proven practices to advance strategic outcomes with an eagerness to infuse creative solutions found from other projects.

Typical Components of Planning Process Adapted for MBRF

A typical planning process follows four principal phases or stages: (1) Project Planning; (2) Engaging Internal Stakeholders and Organizing Content; (3) Setting the Course; and (4) Implementing the Plan. We understand that a different process for the updating of MBRF's strategic plan has already been mapped, and we remain flexible and adaptable to that process.

Phase One: Project Planning and Stakeholder Interviews

We would dispense with the typical planning stage for this project, which commonly would include identifying planning processes, identifying data needed to inform the process, and the means of collecting that data, etc. In this abbreviated phase, we would check for gaps in the data sets, to ensure we are not missing critical voices or intel.

Moving expeditiously, we will quickly proceed to phone interviews, specifically engaging the board of trustees, staff, and a select number of key individuals, if needed. This step assesses how people perceive the Foundation, and their views on its future focus. To be as efficient as possible, we will include questions about the existing strategic content, priorities within, and stakeholders' vision for the Foundation's future. This might include questions such as: How can MBRF achieve an even greater, positive impact over the next five years and beyond? and, What does the Foundation need to do differently to achieve its vision and mission?

Phase Two: Organizing Content and Engaging Internal Stakeholders

MBRF has already developed a full list of potential goals and strategies to inform planning deliberations. Instead, its challenge is to synthesize, organize, and prioritize the information. Beyond this, the opportunity is to engage in a process to extract what is most relevant and meaningful to MBRF's future, and incorporate measures to monitor progress and gauge accountability.

This second phase of strategic planning includes placing the planning in the context of the organization's mission, vision, and values. Using all the content within MBRF, the consultant would work with the staff and key members of the board to review the previous strategic plan; reorganize the content into interdependent goal areas; review and integrate the emerging communications plan content; reflect on and integrate any board contributions; and test this new format for strategic alignment.

This stage culminates in the first deliverable, an Overview and Synthesis Report, delivered approximately 4 weeks following commencement of the consulting engagement. The Report would set the stage for a meeting of a "Preview" Team that would include staff and key board members who are interested and available to contribute to the discussion. The Report will summarize the data gathered in the stakeholder interviews and organize the information within the context of the existing strategic plan content. The purpose of this meeting is to digest all the current relevant data, set aside interesting but not central inputs, and to identify some early key insights that will form the backbone of the updated strategic plan. This session serves as a working session to build the scaffold of a draft plan to be shared with the full board at their October 23rd meeting. Following the

working session, it may be helpful to connect with all board members to get their thoughts on specific questions. This outreach will be considered and executed prior to the October 23rd meeting.

Phase Three: Setting the Course

Having documented the input from key stakeholders and held preliminary strategy discussions with the staff and select board members, we will have established a shared understanding of the Foundation's central priorities overall. We then turn to leading the board in probing and refining the work involved in executing each of those priorities. Typically, a half-day planning session is devoted **to each** of the identified priorities established in the strategic plan. However, due to the parameters set by the Board for this planning exercise, this process will be primarily streamlined into one, four-hour session, with the board.

The board will receive a draft (skeletal) strategic plan that focuses on the policy and governance components of the plan. This includes mission, vision, values, goals, and objectives. This session will be highly interactive to leverage the wisdom and insight of the board. It will also be highly focused, to ensure the input is refining the specific areas of the plan that require the board's leadership. The board will be engaged in discussion that seeks to surface and explore, supports and concerns, about these components of the plan. This discussion clarifies, defines, and may potentially reorganize the content of the draft plan, specifically for the components that the board oversees from their governance role.

For example, if the goal is to "influence content of curricula" the board will refine this goal statement until it provides the specific measurable direction needed for implementation. Additionally, the board will review and refine supporting objectives within this goal area, such as "advocate for curricula standards that include age related memory loss within [specific] institutions", achieving the same level of clarity as noted above. This level of clarity will achieve two important conditions: board leadership defines the strategic direction for the Foundation and staff can prioritize their time and energy executing toward these goals.

This is the sometimes slow, but always essential, iterative process of weighing options and defining direction that is at the heart of strategic planning. At the end of this process, a draft strategic plan will be developed and agreed upon by the board. This process often results in board development among participants alongside the resulting strategic plan. It is this high-touch aspect of our process that distinguishes us from other providers, typically resulting in much greater board leadership, understanding of the foundation, and investment in and ownership for its success. Throughout the engagement, we include regular calls for coaching, debriefing, and planning with a foundation's CEO and/or committee members to assess progress of the project, identify barriers and strategize how to make the process most effective and well-received by key stakeholders.

Phase Four: Implementing the Plan

At the conclusion of the planning process, the consultants will produce a final draft updated strategic plan for the board's final review and approval. We anticipate that this deliverable will include a refreshed (only if necessary) vision and mission, and high-level goals. The goals would be supported by time-specific and accountable objectives for documenting progress against the plan. Following Board discussion at the October meeting, specific strategy development at the most detailed level of the plan would proceed at the staff level.

Potential Timeline

Because the MBRF planning process is compressed and must result in readiness for the October 23rd meeting, the following DRAFT timeline may be helpful.

'Week Of' Dates	Process Steps
Aug. 22	Contract Approval
Aug. 28	Document review, develop interview questions
Sept. 4 Sept. 11	Stakeholder interviews (12-15), Build scaffold of current strategic content in new format, Draft Situational Analysis report
Sept. 25	In person meeting with staff and key strategic planning members of the board to review Summary Report, and construct/refine scaffold of new strategic plan (Mission through Objectives)
Oct. 2	Refine and revise draft plan based on feedback from in person meeting
Oct. 9	Final review of draft plan via zoom meeting with staff and key strategic planning members of the board
Oct. 16	Draft Scaffold Strategic Plan Document ready for board distribution
Oct. 23	Board meeting
Oct. 30	Follow up, evaluation, finalize deliverables

Estimate of Cost

A planning process of the customized nature described by MBRF, spanning two months costs in the range of \$10,000 to \$15,000. We have developed an estimated preliminary budget based upon the information we have available to us at this time, with respect to the data that MBRF possesses, and the process as currently intended. We are aware that multiple variables in a final scope of work may increase or decrease a final budget and contract. Sutherland Strategies' hourly rate is \$250/hour; however, we scope strategic planning projects on a project (and not hourly) basis. The budget provides a breakdown of activities, hours and costs anticipated for the completion of a strategic planning process like the one foreseen for MBRF. This is subject to discussion regarding which specific services and project components the Foundation desires (and exclusive of travel and out-of-pocket expenses).

Please see the draft budget on the next page.

DRAFT BUDGET

Project Phases and Activities	Estimated Hours
Phase One: Document review, stakeholder interviews, drafting summary report	20
Phase Two: Planning meeting, follow up, revisions, and prep for Board meeting	19
Phase Three: Board retreat, finalizing plan	14
Project Management and coordination	2
Total Estimated Hours	55
Total Initial Estimate	\$13,750.00

Conclusion

For more than twenty years, Sutherland Strategies has been focused on the organizational development needs of foundations of all sizes and ages. We've helped our clients develop transformational strategic plans, operationalize aspirations to achieve greater impact and invigorated governing boards to be equally effective drivers in their foundations' success. We are uniquely positioned to comprehensively address the McKnight Brain Research Foundation's strategic planning needs at this juncture.



Draft Strategic Plan, 2022-2026 *(timeframe to be confirmed)*
(rev. based on work through October 6, 2022)

Vision:

We envision our communities to be places where all children thrive.

Mission:

*We are dedicated to improving the lives of young children and their families
in Broward County, Florida and the State of Vermont.*

Values

Trust

Collaboration

Learning

Equity

Impact

***Our core values are the fundamental beliefs upon which
our foundation and its people operate.***

Goal One. Strengthen early childhood programs in Broward and Vermont

Objective One: Support early childhood development programming so that young children are positioned for success (*Direct services*)

Measurable outcomes: percentage of total grants annually directed to early childhood development programming; percentage of total dollars annually directed to early childhood development programming; by (date), exploration of a place-based approach for deeper impact in Broward commenced; by (date), analysis of place-based approach for deeper impact in Broward concluded

Strategies include:

- *Support programs and community-based institutions with outreach and programming for young children in communities with greatest need*
- *Support health and developmental screenings to optimize children's ability to learn, including screenings and other exams to identify visual, audial or other impairment*
- *In Broward only, explore creation of a place-based strategy targeting investment in a specific under-resourced population or populations, census tract, ZIP code(s) or neighborhood(s) for greater focus and impact*
- *In Year Two (or Three), determine baseline for volume of grants (number of grants awarded and/or total dollars awarded per year) supporting early childhood programs that position young children to succeed, and determine whether an annual target (same, less or greater than the baseline) is appropriate for future years' grantmaking as a portion of the Foundation's overall annual grants portfolio*

Objective Two: Improve the capacity of early care and education programs to serve young children so they are positioned for success (*Capacity building*)

Measurable outcomes: percentage of total grants annually directed to improving the capacity of early care and education programs; percentage of total dollars annually directed to improving the capacity of early care and education programs; number of and total dollars awarded annually as one-time grants for physical capacity improvements or other one-time improvements

Strategies include:

- *Support professional development and academic advancement for early childhood educators including:*
 - *Increasing the availability of on-the-job coaching and training*
 - *Providing support for teachers to obtain academic credentials, advanced degrees, and licensure*
- *Support high-quality methodology and practices that increase:*
 - *Children's exposure to language and books and support developmentally appropriate literacy-related instruction*
 - *Opportunities that foster social, emotional, and physical development*
 - *Opportunities for Science Technology Engineering Art or Mathematics (STEAM)-related instruction*
 - *Intentional opportunities for outdoor learning and play*
- *Support the physical infrastructure for high-quality early learning centers and schools resulting in centers' increased capacity to serve more children*
- *Provide strategic funds for centers that invest in personnel or other operating costs resulting in increased capacity to serve more children and/or improved quality*
- *In Year Two (or Three), determine baseline for volume of grants (number of grants awarded and/or total dollars awarded per year) supporting increased capacity of early childhood*

programs, and whether an annual target (same, less or greater than the baseline) is appropriate for future years' grantmaking as a portion of the Foundation's overall annual grants portfolio

Goal Two. Support programs that enable families with young children thrive

Objective One: Provide funding for direct services that help families care for their young children (*Direct services*)

Measurable outcomes: percentage of total grants annually directed to programs aimed to helping families with young children to thrive; percentage of total dollars annually directed to programs aimed to helping families with young children to thrive

Strategies include:

- *Foster positive relationships between children and their caregivers*
- *Address sources of stress by connecting families to important resources and services*
- *Support greater access to evidenced-based programs*
- *Strengthen the quality and broaden the reach of adult-to-child mentoring relationships in our communities*
- *In Year Two (or Three), determine baseline for volume of grants (number of grants awarded and/or total dollars awarded per year) providing direct services for families with young children, and whether an annual target (same, less or greater than the baseline) is appropriate for future years' grantmaking as a portion of the Foundation's overall annual grants portfolio*

Objective Two: Improve the capacity of programs that work with families with young children (*Capacity building*)

Measurable outcomes: percentage of total grants annually directed to improving the capacity of programs working with the families of young children; percentage of total dollars annually directed to improving the capacity of programs working with the families of young children; number of and total dollars awarded annually as one-time grants for physical capacity improvements or other one-time improvements

Strategies include:

- *Support professional development for programs serving families with young children*
- *Provide funds for programs serving families with young children that will result in increased capacity to serve more families*
- *In Year Two (or Three), determine baseline for volume of grants (number of grants awarded and/or total dollars awarded per year) supporting increased capacity of programs serving families with young children, and whether an annual target (same, less or greater than the baseline) is appropriate for future years' grantmaking as a portion of the Foundation's overall annual grants portfolio*

Goal Three. Engage in systems change to strengthen early childhood programs and enable families with young children to thrive

Objective One: Engage in and/or fund systems-level advocacy for early childhood learning (*Systems change*)

Measurable outcomes: percentage of total grants annually awarded for systems change efforts to strengthen early childhood programs; percentage of total dollars annually awarded for systems change efforts to strengthen early childhood programs

Strategies:

- *Support advocacy efforts to increase public investment in early childhood education*
- *Support efforts that improve coordination and collaboration across public and private systems for the benefit of early childhood including the transition between preschool and elementary school*
- *Effectively engage where there are opportunities at the County and State level, including funding efforts that mobilize both grassroots and grassroots approaches for maximum impact*
- *In Year Two (or Three), determine baseline for volume of grants (number of grants awarded and/or total dollars awarded per year) targeting system-level advocacy for early childhood programs, and whether an annual target (same, less or greater than the baseline) is appropriate as a target for future years' grantmaking as a portion of the Foundation's overall annual grants portfolio*

Objective Two: Engage in and/or fund opportunities for systems change that address the needs of families with young children (*Systems change*)

Measurable outcomes: percentage of total grants annually awarded for systems change efforts to enable families with young children to thrive; percentage of total dollars annually awarded for systems change efforts to enable families with young children to thrive

Strategies include:

- *Support programs that engage and empower parents to be decision-makers for policies that affect their children/ Fund opportunities for building parent voice in systems change that address the needs of families with young children*
- *In Broward, join the right tables to leverage more influence*
- *In Year Two (or Three), determine baseline for volume of grants (number of grants awarded and/or total dollars awarded per year) targeting systems-level advocacy addressing the needs of families with young children, and whether an annual target (same, less or greater than the baseline) is appropriate for future years' grantmaking as a portion of the Foundation's overall annual grants portfolio*

Goal Four. Align the Foundation's grantmaking policies, practices and Board and staff roles with its stated values and strategic plan goals.

Objective One: Restructure grantmaking requirements and processes to reflect the appropriate roles of Board, professional staff and grantees, and ensure the best use of Board, professional staff and grantee time and expertise.

*Measurable outcomes: Reduction in length of time from a grant inquiry/initiation to grant award and allocation of grant dollars; at the Board level, measurable increase in the amount of time at Board meetings devoted to discussing the Foundation's overall portfolio and how it develops consistent with the strategic plan, as well as data about needs and other changes in the early childhood landscapes and approaches **versus** time allocated to discussing details of individual grant requests.*

Strategies include (all of the following to be executed by program staff unless otherwise noted):

- *Review current grant application requirements, processes, and forms and revise to be consistent with the Foundation's values and standards for an established foundation of A.D. Henderson's maturity with professional staff*
- *Review all current grant application approval requirements, processes, and forms and revise to be consistent with the Foundation's values and standards for an established foundation of A.D. Henderson's maturity with professional staff*
- *Review current grant reporting requirements, processes, and forms and be consistent with the Foundation's values and standards for an established foundation of A.D. Henderson's maturity with professional staff*
- *Review website content and language, updating as needed to reflect the above changes and an overall tone of partnership and learning*
- *After year one of implementation, Board to initiate a review, including staff, addressing what has worked well, what has been comfortable and uncomfortable, what still needs time to adapt,*

what additionally needs to change, and any other opportunities for maturing and professionalizing the Foundation's grantmaking

- *Revise and document Board role in grantmaking as:*
 - *reviewing and approving Program Directors' recommendations for grants*
 - *reviewing and analyzing end-of-year reports from Program Directors on the composition and performance of the grants portfolio compared to strategic plan goals*
 - *devoting significant time to reviewing and discussing field data about needs, changing landscape and demographics in the communities it serves*
 - *and, carefully attending to regenerating the Board, when vacancies arise, with candidates consistent with the strategic plan's goals*
- *Revise and document staff's role in grantmaking as:*
 - *receiving and vetting grant requests*
 - *conducting due diligence and site visits*
 - *preparing grant evaluations and recommendations for Board consideration*
 - *reviewing grantee reports*
 - *preparing end-of-year grant portfolio summary reports*
 - *and, reviewing and authorizing or denying grant amendments/revisions*
- *Review and achieve parity in workloads and compensation ranges across Foundation staff, particularly Program Directors, and ensure sufficient staffing to carry out the work of the strategic plan (increased Program Director participation and presence in the Broward community; increased generation and analysis of data by Program staff, and use of data to inform decision-making at the Board level); in addition to ongoing grants management demands*
- *Explore creation of Program Directors' discretion for grants of less than \$25,000*

Objective Two: Provide flexible resources to grantee partners that allow them to adapt approaches, strengthen their organizations and create greater impact.

Measurable outcomes: Increase in the number or percentage of grants awarded as general operating grants (from a baseline to be determined in Year One); increase in the number or percentage of grants awarded as multi-year grants (from a baseline to be determined in Year One); establish an optimal percentage of the total portfolio for general operating and multi-year

Strategies include:

- *Develop and approve criteria for awarding multi-year and general operating grants*
- *Develop simplified grant application format as needed*
- *Review grant portfolio to determine which current grantees are good candidates for multi-year and/or general operating based on these criteria and invite them to apply accordingly*

Objective Three: Develop and implement a framework for operationalizing the Foundation's stated commitment to racial equity

Measurable outcomes: Number of grants or total dollars awarded to organizations serving target population demographics is reflective of target population demographics in Broward and Vermont, respectively; year-to-year increase in the number of grants or total dollars awarded to organizations where board and staff leadership is reflective of target population demographics for Broward and Vermont, respectively

Strategies include:

- *Collect relevant demographic data from existing grantees regarding the composition of their boards, staff, and clients served to establish baseline of demographics*

- *Contrast collected data regarding demographic composition of grantees' boards, staffs and clients served with existing data regarding the 0-5 population in each geography (Broward, Vermont) and with existing data about the extent of the 0-5 year-old population living in poverty, or families with young children living in poverty (or other relevant proxy indicator of need)*
- *Using above baseline data as a starting point, develop targets for increasing the racial equity of the Foundation's grantmaking portfolio*
- *Review the Foundation's current Board and staff demographics, and prioritize filling vacancies with candidates reflective of the target populations it serves, both in terms of racial/ethnic demographics, as well as lived experience, local knowledge, etc.*



McKNIGHT BRAIN
RESEARCH FOUNDATION
— *Preserving memory, enhancing life*

Strategic Plan Development Proposal



August 2023

Prepared by:

Christine Koehn, PhD

McKnight Brain Research Foundation

Strategic Plan Development Proposal

Overview

The vision of the McKnight Brain Research Foundation (MBRF) is to improve quality of life by better understanding and alleviating age-related memory. With that vision in mind, MBRF strives to:

- Lead in generating interest and support for scientific research to advance the understanding and alleviation of age-related memory loss.
- Inspire commitment and shared vision in the understanding and alleviation of age-related memory loss.
- Partner with research scientists, institutions, and organizations to promote research to understand and alleviate age-related memory loss.
- Promote collaboration and communication among research scientists, institutions, and organizations engaged in research in the field of age-related memory loss.
- Nurture scientists dedicated to exploring and pursuing innovative research to advance the understanding and alleviation of age-related memory loss.
- Recognize and reward achievement in discoveries leading to the understanding and alleviation of age-related memory loss.

Over the past few years, MBRF has intentionally grown in a number of ways. The size of its Board of Trustees has grown. Further, with new Trustees have broadened the array of experiences and expertise on the Board. MBRF has expanded its funding scope by incorporating education and communications alongside its research focus. MBRF has also hired a full-time Executive Director to help manage the breadth of its work.

As a result, MBRF is taking the time to step back and strategically determine how to manage this growth into the future.

Scope of Work

The purpose of the Strategic Plan is to provide a blueprint for how MBRF will invest in its three pillars of work going forward. It is clear that MBRF wants to create a more comprehensive approach to addressing cognitive decline and memory loss, incorporating education and communications alongside research; however, there are many opportunities to do that as evidenced by the recently commissioned Cognitive Aging Landscape Analysis conducted by SCP (Strategic Communications & Planning). In order to ensure significant impact, it's critical that MBRF identify and focus on supporting a manageable array of opportunities.

To create a meaningful Strategic Plan, it is important to work closely with MBRF's Trustees and Executive Director throughout the Plan's development. As such, the process incorporates regular touch meetings with MBRF's Executive Director, Corporate Trustee, and Chair (as needed) as well as the engagement of MBRF's Trustees for their input at key inflection points throughout the planning process. At this stage of MBRF's evolution, it is also important for MBRF's Trustees to understand, reflect upon, prioritize, and select from the many education and communications opportunities in which it could invest going forward based on key factors (e.g., alignment to MBRF's vision, partnership benefits, support readiness, funds leveraging, impact potential, etc.). The process is designed to support this level of strategic thinking and design. By focusing on a select number of high priority opportunities, MBRF will be

positioned to maximize its finite resources and provide the direction needed for MBRF's Executive Director to determine the action steps needed to implement the Plan.

The strategic planning process will include several phases: a discovery phase, a design phase, and an action planning phase. Within the discovery phase, the consultant will review MBRF contextual information (e.g., existing strategic plan, MBRF brochure, existing landscape analysis, communications survey and results, etc.) and conduct virtual interviews with the MBRF Trustees. The consultant will then aggregate and analyze the full complement of discovery information, allowing for the emergence of commonalities and themes. This analysis will be presented to the MBRF Trustees during their in-person strategic planning design session scheduled for October 23, 2023, and will serve as a foundation for the Trustees' discussions as they are guided through the steps of reaffirming and/or determining each of MBRF's areas of work as well as each of their related objectives and specific initiatives. During the action planning phase, the consultant will work with MBRF's Executive Director and any interested Trustees to determine the steps and details necessary to implement and monitor the initiatives as well as to measure their impact.

Please note that this process incorporates an opportunity for the MBRF Trustees to share their interests, perceptions, and expectations in advance of the in-person design session. It will be important to understand what they feel is working well, where there are opportunities for improvement, and in what direction they see MBRF going in terms of the education and communications opportunities available to MBRF. While it could be done without engaging Trustees in advance of the design session, it would be incredibly beneficial to secure as much contextual information in advance of the session thus saving our limited in-person time for designing the strategic plan. While surveys and/or a virtual group meeting could work, conducting focused one-on-one Trustee interviews would be ideal. Interviews would 1) make scheduling easier, 2) engage each Trustee individually, and 3) would support the gathering of more robust information.

Timeline and Workplan

The scope of work will be accomplished within approximately three months, between August 28 and November 21, 2023. Please see the attached workplan for more detail about the activities proposed during that timeframe.

Cost

The cost for completion of the scope of work is \$10,000, calculated as 80 hours at \$125/per hour. Please see the attached workplan for detail regarding the time estimates.

MBRF will be responsible for the costs related to the in-person Design Session (e.g., consultant's travel, materials/copies, etc.). MBRF will also be responsible for any printing costs related to the final Strategic Plan documents.

Deliverables

At the completion of this engagement, MBRF will receive a completed digital version of the strategic plan document as well as a PowerPoint presentation overview of the strategic plan.

Christine Koehn - Highlights of Experience and Expertise

Dr. Christine Koehn has more than 25 years of experience working with private foundations, public charities, governmental agencies, and nonprofits committed to leveraging their resources to address social disparities in their communities. For nearly half that time, she has served in executive roles.

Currently, Christine works as a consultant, capitalizing on her skills and experiences to assist organizations with effectively achieving their operational, program, and impact goals. In her previous role, she served as the Executive Director of Achieve Palm Beach County, an expansive countywide collective impact initiative focused on post-secondary attainment. Prior to that, she served as the Executive Director at the Celia Lipton Farris and Victor W. Farris Foundation. Upon its endowment, she was hired to establish the foundation's operations, board interactions, and grantmaking; and, then went on to administer all aspects of the foundation as its first and only staff member. She has also served as the Vice President of Community Impact at the United Way of Palm Beach County and the Vice President for Programs at the Quantum Foundation, providing oversight of their programmatic investments; and as a Research Analyst for the Children's Services Council of Palm Beach County, conducting research and program evaluation.

Christine is a results-driven, resourceful leader, with extensive experience in organization administration. She is seasoned at operating effective organizations, developing and managing boards, building and administering strategic plans, and creating and overseeing grantmaking portfolios. She is skilled at cultivating and facilitating public/private partnerships as well as extensive community collaboratives designed to promote social equity and stimulate significant collective impact. Through partnerships and collaboratives, she has become adept at identifying systems-level issues as well as crafting and implementing programming and funding strategies designed to address the identified issues. Further, she has a proven track record for planning and executing large-scale research and evaluation projects designed to demonstrate the impact of programming/funding and to support continued improvement.

Christine holds a Ph.D. in Applied Psychology from Florida International University. Further, she has been published in numerous professional journals and books and has presented at various national conferences on a wide array of subjects.

Christine's resume is attached. References are available upon request.

McKnight Brain Research Foundation

Strategic Plan Development Workplan

Task	Aug	September				October				November			Hours
	Wk 4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	
1. Meeting - Review and make any needed adjustments to the strategic planning process and request discovery documents													2
2. Review discovery documents													10
3. Draft Trustee interview protocol and questions													2
4. Meeting - Review Trustee interview protocol and questions & Follow Up													2
5. Schedule Trustee Interviews													2
6. Conduct Trustee interviews													6
7. Analyze Trustee interview data													4
8. Compile findings across discovery documents and Trustee interviews													6
9. Create presentation of findings for in-person Planning Design Session													4
10. Meeting – Prepare for Planning Design Session & Follow Up													2
11. Facilitate in-person Strategic Plan Design Session													15
12. Develop Strategic Plan draft													10
13. Meeting - Determine Strategic Plan implementation and monitoring steps, with measures & Follow Up													3
14. Meeting – review Strategic Plan draft, implementation and monitoring steps w/ measures & Follow Up													3
15. Finalize Strategic Plan document													5
16. Develop Strategic Plan Overview presentation													3
17. Present Strategic Plan Overview to MBRF Trustees and Executive Director													1

Christine Edeburn Koehn, PhD

15386 83rd Way North • Palm Beach Gardens, Florida 33418

Mobile: 561-644-6829

chriskoehn50@gmail.com

OBJECTIVE

To apply my diverse abilities and experiences within social impact organizations to further their impact.

HIGHLIGHTS OF QUALIFICATIONS

- Professional consultant.
- Innovative and strategic thinker, with a focus on impact.
- Skillful at creating and maintaining collaboratives (e.g., collective impact, funding, program design, etc.).
- Experienced administrator.
- Successful with supervision of staff possessing various skill levels and skill sets.
- Seasoned grant maker.
- Experienced at working effectively individually and in teams.
- Practiced in research design and implementation, database development, and data analysis.
- Adept at presentation, and publication, of information.

PROFESSIONAL EXPERIENCE

CHRISTINE KOEHN, West Palm Beach, FL • 2020-Present

Independent Consultant

- Work with foundations and nonprofit organizations to accomplish their organizational governance, strategy, and operations as well as grantmaking, community engagement/collaboration, and evaluation goals.

GREENWAY STRATEGY GROUP, Atlanta, GA • 2020-Present

Consultant

- Support nonprofits, foundations, community collaboratives, school districts, and universities from across the country with achieving their strategy development and implementation, program evaluation, and organizational improvement objectives.

ACHIEVE PALM BEACH COUNTY, hosted by United Way of Palm Beach County, West Palm Beach, FL
• 2019-2020

Executive Director

- Administer Achieve PBC's collective impact work focused on ensuring the post-secondary education readiness, access, and success of Palm Beach County's students.
- Provide strategic leadership and guidance, emphasizing systems-level as well as program-level opportunities.
- Cultivate working relationships with, and effectively engage, a diverse set of key stakeholders representing the various sectors of the community in the work of Achieve PBC.
- Support and manage Achieve PBC's governance, strategy, and support teams, with teams' efforts aligned to the Achieve PBC strategic plan.
- Raise awareness of issues related to college readiness, access and completion, utilizing the comprehensive array of mechanisms and messaging outlined within Achieve PBC's communications plan.
- Oversee the development of funds for Achieve PBC and its efforts, aligned to its fund development plan.
- Develop and administer the annual budget, ensuring efficient resource utilization and sound financial stewardship.
- Manage and evaluate Achieve PBC's effectiveness and impact.
- Supervise Achieve PBC staff.

CELIA LIPTON FARRIS AND VICTOR W. FARRIS FOUNDATION, West Palm Beach, FL • 2013-2019
Executive Director

- Administered Foundation with nearly \$95 million in assets, including fiscal, personnel, grantmaking, communications, and information technology management responsibilities.
- Facilitated and supported the Foundation Board.
- Provided vision and leadership for the Foundation.
- Managed the Foundation's strategic investment of more than \$4.5 million annually in nonprofit projects aligned with the areas of interest to the Foundation.
- Coordinated and actively participated in community collaboratives (e.g., program, system, and funding) with the potential for impact in the Foundation's areas of interest (i.e., Education, Health and Well-being, and Arts and Culture).
- Provided oversight of grants and grant-related technical assistance.

UNITED WAY OF PALM BEACH COUNTY, Boynton Beach, FL • 2010-2013**Vice President of Community Impact**

- Engaged, facilitated, and supported the Community Impact Committee, composed of 40+ key donors and community stakeholder volunteers, in strategic investment decisions and oversight.
- Responsible for strategic investment of donor dollars in nonprofits focused on Education, Income, and Health (e.g., incorporating best practices, identifying impactful partnership opportunities, and engaging the community for input).
- Developed funding opportunity announcements in alignment with funding strategies as well as oversaw the administration of the proposal application, review, selection, and allocation process.
- Managed program monitoring and technical assistance activities.
- Assisted with organizational efforts to raise unrestricted donor dollars for investment, directly and through cross-departmental resource development activities.
- Coordinated, and actively participated in, program, system, and funding community collaboratives.
- Evaluated the impact of strategic investments.
- Supervised Department staff and the continuous quality improvement of Department activities.

QUANTUM FOUNDATION, West Palm Beach, FL • 2001-2010**Vice President for Programs (2007-2010)**

- Oversaw Foundation grant making of nearly \$8.5 million annually, and supervised program staff.
- Monitored best practices in philanthropy and developed ideas for optimal Foundation impact.
- Continually reviewed and refined the Foundation's strategic grant making portfolio; and, assessed its impact.
- Developed grant funding announcements consistent with the Foundation's portfolio approach.
- Managed, and participated in, the proposal selection process (funding recommendation presentations to the Board, grant monitoring, and technical assistance provision to grantees).
- Responsible for the continuous quality improvement of internal grant making processes.
- Prepared and monitored annual grants and consultation budgets; as well as, monitored payout.
- Negotiated consultation agreements, monitored contract compliance, and managed fund disbursement.
- Coordinated, and actively participated in, program, system, and funding collaboratives.
- Represented, and spoke on behalf of, the Foundation to outside organizations and the community.

Program Officer/Senior Program Officer (2001-2007)

- Reviewed and selected requests for funding of Health, Education and Community Betterment programs; as well as, negotiated, constructed, and managed grant contracts to completion.
- Made recommendations to the Chief Executive Officer and Board regarding project funding.
- Managed/monitored grant contracts; as well as, independent program/system evaluations.

- Provided technical assistance to contracted agencies.
- Independently and collaboratively developed reports/publications.
- Coordinated, and actively participated in, collaboratives with various partner agencies to plan, implement, coordinate, and contract for social service programs and systems.

CHILDREN'S SERVICES COUNCIL OF PALM BEACH COUNTY, West Palm Beach, FL • 1995-1996 & 1997-2001

Research Analyst

- Developed Requests for Proposals, as well as reviewed and selected proposals, negotiated, constructed, and managed contracts to completion.
- Responsible for the evaluation of funded programs (e.g. Education, Out-of-School Activities, Special Needs, Respite, Child Abuse and Neglect Prevention/Intervention, and Family Support).
- Designed and implemented program evaluations and special interest research projects; as well as, developed data capture strategies and databases, analyzed data, and generated reports/publications.
- Developed data procedures and maintained data files.
- Participated in local, state, and national research efforts.
- Actively participated in collaborative service delivery planning and implementation efforts.
- Participated on local policy-making committees.

INTERIM SERVICES, Fort Lauderdale, FL • 1996-1997

Outcomes Analyst

- Managed nationwide home health care database.
- Designed, implemented, captured and analyzed data, and generated reports for various research projects.
- Assisted in project planning and implementation.
- Assisted in organizing and facilitating advisory committee meetings.
- Conducted national training seminars and workshops.

OTHER PROFESSIONAL EXPERIENCE

Other Grant Review Participation:

Reviewed/prioritized proposals and made funding recommendations for *County and Federal* funding initiatives.

Grant Review Panel Chair

- Department of Health and Human Services, Administration on Children and Families, Office of Family Assistance, Healthy Families Demonstration Grants, and Promoting Responsible Fatherhood Grants, Leesburg, VA (2006).

Grant Reviewer

- Area Agency on Aging for Palm Beach/Treasure Coast, Community Care for the Elderly/Home Care for the Elderly/Alzheimer's Disease Initiative, West Palm Beach, FL (2009).
- Department of Health & Human Services, Health Resources and Services Administration, Bureau of Primary Health Care, Service Expansion in Mental Health/Substance Services for the Health Center Program, Alexandria, VA (2008).
- Department of Health and Human Services, Administration on Children and Families, children's Bureau, Discretionary Field Initiated Service Demonstration Projects in the Adoption Field, Washington, DC (2004).

Grants Management Advisory Committee, Dixon Group. Provided guidance and feedback on the Administration on Children and Families proposal review process as well as contracted management of the process, Tucson, AZ & San Diego, CA (2007).

Other:

Scholarship Judge, Palm Beach Post Pathfinders of Palm Beach/Martin County Scholarship Fund, West Palm Beach, FL (2020-Present: Science; 2004-2009: Community Involvement).

Awards Judge, Palm Healthcare Foundation Nursing Distinction Awards, West Palm Beach, FL (2010).

Conference Session Proposal Reviewer, Grantmakers in Health, Washington, DC (2009).

Manuscript Reviewer, Grantmakers for Effective Organizations, Washington, DC (2004).

FORMAL EDUCATION

Doctor of Philosophy (Applied Psychology), Florida International University, Miami, FL

Master of Science (Psychology), Florida International University, Miami, FL

Bachelor of Science (Psychology), Barry University, Miami Shores, FL

Areas of Degree Training

Research Design, Implementation, Data Analysis, and Reporting • Social Psychology • Memory and Cognition • Child Development • Industrial/Organizational Psychology • Legal Psychology

ADDITIONAL PROFESSIONAL EDUCATION

- **Racial Equity Training**. Racial Equity Institute, Riviera Beach, FL (2018).
- **CEO Retreat**. National Center for Family Philanthropy, Palo Alto, CA (2017).
- **Constituent Relationship Management**. United Way Worldwide, West Palm Beach, FL (2013).
- **Product Development Process: Framing Impact Strategies as Investment Products**. United Way Worldwide, Fort Lauderdale, FL (2012).
- **Advanced Grant Portfolio Analysis**. The Grantmaking School, Sarasota, FL (2009).
- **Advanced Proposal Analysis: A Critical Examination of Complex Issues**. The Grantmaking School, Sarasota, FL (2008).
- **Discover U Seminar**. Discover Leadership Training, Houston, TX (2007).
- **Executive Seminar in Communication Skills**. Buckley School of Public Speaking, Camden, SC (2007).
- **Advancing Manager Certificate**. Case Western Reserve University Weatherhead School of Management, Cleveland, OH (2006).
- **Leadership Palm Beach County**. West Palm Beach, FL (2006).
- **Art and Science of Grantmaking**. Grantmakers in Health, Boston, MA (2005).
- **Fiduciary College**. Stanford University Law School, Stanford, CA), May 19 - 21, 2004.
- **Negotiation Skills for Effective Managers**. University of North Carolina at Chapel Hill Kenan-Flagler Business School, Chapel Hill, NC (2003).
- **Advanced Topics in Designing and Conducting Focus Group Interviews**. Richard Krueger, West Palm Beach, FL (2003).
- **Finance and Accounting for Non-Financial Executives**. University of Washington Business School, Seattle, WA (2002).
- **Designing and Conducting Focus Group Interviews**. Richard Krueger, West Palm Beach, FL (2001).

Related Skills:

- ***Proficient in a variety of computer programs***, including CyberGrants, GIFTs, Word, Excel, Access, PowerPoint, and various statistical programs (SPSS, BMDP, and SAS).
- ***Publication of information***, in chapter, journal, and report formats.
- ***Presented information*** via a variety of techniques (such as seminars, workshops, and posters) to a variety of audiences (such as executives, foundation and social service professionals, community members, child welfare advocates, government officials, university colleagues/students, and law enforcement personnel).

CURRENT AND PAST AFFILIATIONS

National:

- ***American Evaluation Association*** (1995-Present)
- ***American Psychological Association*** (1991-Present)
- ***Association of Psychological Science*** (1991-Present)
- ***National Center for Family Philanthropy Non-Family Staff Peer Network*** (2014-2019); Network Co-Chair (2016-2019)

State:

- ***Florida Philanthropic Network*** (2013-2019); Innovative Scholarship Steering Committee (2018-2019); 2018 Summit Planning Committee (2017-2018).

Local:

- ***Palm Healthcare Foundation***, Board of Trustees (2018-Present; Secretary-2021-Present); Community Investment Committee (2013-Present)
- ***BeWell Palm Beach County***, Design Team (2017-Present); Stewardship Council - Founding Member (2018-Present)
- ***Palm Beach County***, Citizens Advisory Committee on Health and Human Services (2012-Present; Chair – 2019-2021; Vice Chair 2022-2023); Birth to 22 Steering Committee (2016-2019)
- ***Leadership Palm Beach County***, Annual Civic Engagement Project Committee (2006-Present); Co-Chair (2006-2010)
- ***Achieve Palm Beach County***, Planning Stage - Steering Committee Chair (2015); Infrastructure Development Stage - Leadership Team Chair (2016); Implementation - Executive Champions - Founding Member; Operations Team - Founding Co-Chair; Post-Secondary Scholarships and Other Supports Strategy Team - Co-Chair (2017-2019)
- ***Palm Beach County Education Funders Collaborative*** (2012-2019)
- ***Palm Beach County Hunger Relief Task Force***, Executive Committee – Inaugural Member (2015-2019)
- ***United Way of Palm Beach County, Community Impact Committee*** (2013-2019)
- ***Palm Beach County STEM Education Council*** (2014-2018)
- ***Oral Health Coalition of Palm Beach County*** (2007-2010); Founding Co-Chair (2007-2009); Prevention & Education Subcommittee – Founding Chair (2007-2009)
- ***Florida Funders Application***, Executive Committee, Founding Chair (2007-2013)
- ***Palm Beach County Disaster Recovery Coalition***, Executive Committee (2010-2013)

- ***Palm Beach County Community Food Alliance***, Advisory Committee (2010-2012)
- ***PBC COUNTS***, Executive Committee (2008 – 2013); Founding Chair (2008-2010)
- ***Palm Beach County Community Health NETwork Committee*** (2008-2010)
- ***School District of Palm Beach County***, Wellness Promotion Task Force (2007-2010)
- ***Palm Beach County Coalition for Children*** (2000-2010), Board member (2007-2009); Founding Chair, Scholarship Committee (2006-2010)
- ***Kids@Home/Turtle Nest Village*** (2008-2009) – Board of Trustees; Executive, Finance, & Consolidation/Closure Committees

PUBLICATIONS

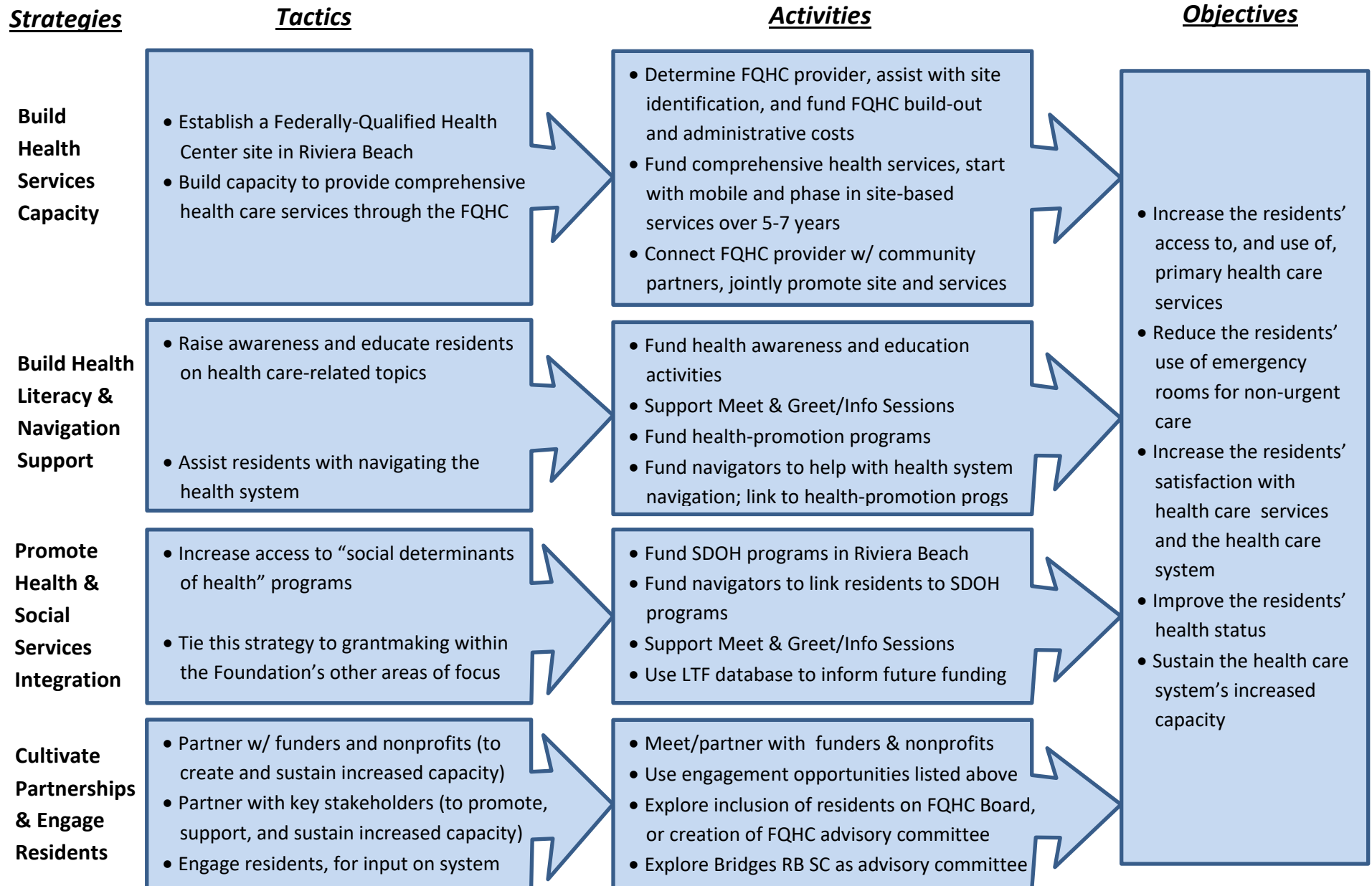
- Koehn, C., Thompson, R., Authier, K, and Bosco, M. (2001). Palm Beach County Child Abuse and Neglect System Redesign: Initial Process Evaluation. *Journal of Child and Family Studies*, 10(2), 245-254.
- Koehn, C. and Thompson, R. (2000). Palm Beach County child abuse and neglect pilot project: Initial evaluation. *Proceedings of the 12th Annual Research Conference*. Tampa: University of South Florida.
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PRESENTATIONS

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- Groover-Skipper, D., Koehn, C., & Lowry, L. (2018, January). *Human Trafficking, Modern Day Slavery*. Panel presentation at the Florida Philanthropy Network 2018 Summit, Coral Gables, FL.
- Oswald, K., Koehn, C., & Youngman, B. (2017, May). *To Go Far, Go Together: Building a Solid Foundation for Collective Impact*. Panel presentation at the Florida College Access Network 2017 Summit, Lake Buena Vista, FL.
- Macklin, T., Spalten, M., Koehn, C., & Gobioff, N. (2017, February). *How Philanthropic Families and Community Foundations Successfully Partner*. Panel presentation at the Florida Philanthropy Network 2017 Summit, St. Petersburg, FL.
- Koehn, C., Fox, C., Glass, R., & May, T. (2010, March). *Improving Access to Primary Care in a Reforming Environment*. Panel presentation at the Grantmakers in Health 2010 Annual Meeting, Orlando, FL.

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- Koehn, C., Bernstein, S., Levine, M., & Adler, Alison. (2006, January). *The Power of Partnerships*. Panel presentation at the Donors Forum of South Florida 2006 Spring Meeting, Boynton Beach, FL.
- Koehn, C., Bernstein, S., Spielberger, J. Nisson, D., & Passell, M. (2004, February). *Integrating Behavioral Health into School Health*. Site visit for the Grantmakers in Health 2004 Annual Meeting, Hollywood, FL.
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- Koehn, C. and Thompson, R. (1999, July). *Palm Beach County child abuse and neglect project: Initial evaluation*. Poster session presentation at the Boys Town National Conference on At-Risk Youth and Families, Boys Town, NE.
- Bosco, M., Koehn, C., Olshansky, O., Elofson, A., & Gray, M. (1999, March). *Empowering families through innovation in child welfare services*. Paper presentation at the SED Network 4th Annual Children's Services Regional Training Conference, Pensacola, FL.
- Koehn, C. and Thompson, R. (1999, February). *Palm Beach County child abuse and neglect pilot project: Initial evaluation*. Poster session presentation at the University of South Florida FMHI 12th Annual Research Conference, Clearwater, FL.
- Koehn, C. and Gray, M. (1998, March). *Fitting the pieces together: Integration and privatization of systems*. Poster session presentation at the University of South Florida FMHI 11th Annual Research Conference, Tampa, FL.
- Koehn, C. (1995, July). *Overview of the E-Fit and Mac-A-Mug Pro computer composite generation systems*. Seminar presentation to the Metro-Dade Police Department, Miami, FL.
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RIVIERA BEACH HEALTH GRANTMAKING STRATEGY - THEORY OF ACTION



Riviera Beach Health Grantmaking Strategy - Plan



September 2020

Prepared by:

Christine Koehn, PhD

XXXXXXXXXX Foundation

Riviera Beach Health Grantmaking Strategy - Plan

Purpose

The mission and vision of the XXXXXXXXXXXX Foundation (XXXXXXXXXX) is to work together to strengthen our surrounding communities by significantly improving the lives of our neighbors in need. Further, its areas of grantmaking focus include hunger, education, health, and homelessness.

At this time, the XXXXXXXXXXXX Board and residents are interested in developing a health grantmaking strategy within the XXXXXXXXXXXX's neighboring community of Riviera Beach.

To launch the health grantmaking strategy development process, the XXXXXXXXXXXX commissioned the 2019 Riviera Beach Community Health Assessment. Using valid and reliable data, the assessment illuminated the economic and health disparities among Riviera Beach residents when compared to residents across the county. To provide context for the assessment's data, interviews and facilitated group conversations were held with key community stakeholders, including health funders, systems leaders, nonprofit leaders, community leaders, and residents. The information gleaned from the stakeholders provided a robust "picture" of the health care-related challenges and needs as well as the resources and opportunities to build health care capacity in Riviera Beach.

The stakeholders identified significant challenges with accessing consistent, quality health care for Riviera Beach residents. Specifically:

- lack of locally-available primary and specialty health care services
- closest clinic is located in West Palm Beach, and the environment is unwelcoming, sterile, impersonal, and slow
- few available transportation options
- lack of access to health care services during nontraditional hours/days (visits put jobs at risk)
- prohibitive cost of health care (e.g., insurance premiums, insurance co-pays, prescriptions)
- difficulty accessing and maintaining insurance (including prescription coverage)
- difficulty managing the health of various family members, who may or may not have insurance or who may have different insurance plans with different provider networks and coverages
- with limited access to health care, residents struggle to establish a medical home or to cultivate a stable relationship with providers

Overall, the stakeholders described a current health care system that promotes the residents' use of emergency rooms for acute as well as chronic health care. The emergency room provides a "one-stop shop" for the array of health care services residents need (e.g., doctor's visit, testing, and prescriptions). Further, it can be accessed at any time. While residents understand that the "cost" of care through the emergency room is very expensive, they appreciate that the care can be provided immediately and that they can delay "dealing" with the bill until later.

Because many residents have limited access to, difficulty maintaining, and other challenges related to health care services and insurance, they struggle to establish a medical home that provides quality, consistent care. As a result, many forgo care until it is an emergency (e.g., residents with chronic conditions, parents who prioritize their children's care over their own), and the result is typically poorer health.

The challenges are formidable; however, the community is also rich with resources. The result is significant opportunities for improving the health status of Riviera Beach’s residents. Specifically:

- there are many funders, systems partners, and nonprofits interested in working together to support the health needs of Riviera Beach residents
- there are significant nonprofit, faith-based, and community-led social services and supports already established in the community, with opportunities to better connect them
- residents feel a strong connection to, and ownership of, their community
- residents care deeply about racial inequities and the disparities made apparent through the 2019 Riviera Beach Community Health Assessment. They are very interested in being a strong partner in efforts focused on improving their health

Consistently, the stakeholders indicated the need for a clinic located in Riviera Beach that could provide a “one-stop shop” for comprehensive, affordable health care services as well as assistance with navigating the health care and insurance systems; and, connecting to other health-related support services for the community’s most vulnerable residents, including children, adults, and seniors.

Based on this information, the health grantmaking strategy outlined below describes how the XXXXXXXXXX can strategically invest, and capitalize on the resources, in the community to address the specific health-related needs of, and create a more comprehensive and integrated system of supports for, the residents of Riviera Beach. The amount of funding needed for the strategy will be determined as each component of the strategy is rolled out. Working with the relevant provider(s), the costs associated with each component will be identified; based on the potential reach, impact for the cost, and available XXXXXXXXXX funding, the XXXXXXXXXX will determine the amount of funding to invest in each component.

Through direct XXXXXXXXXX funding, collaborative partnerships, and the engagement of Lost Tree Village residents in supporting funded programs’ participants, the XXXXXXXXXX can create a system that provides Riviera Beach residents with the comprehensive supports they need to access quality health care and to lead healthy lives. Further, the community’s key stakeholders, including Riviera Beach residents, are energized and ready to take an active partnership role in this effort. In total, this health grantmaking strategy offers significant potential for impact as well as the opportunity to build sustainable health care system capacity within the community.

Health Grantmaking Strategy Plan

The **goal** of this multi-pronged health grantmaking strategy is to increase the health care system's capacity in Riviera Beach, providing the residents with better access to needed health care services. By connecting the community's health care and social services systems, this comprehensive approach to supporting residents holds promise that the residents' health status will be greatly improved over time.

The **objectives** of the health grantmaking strategy are to:

- Increase the residents' access to, and use of, primary health care services
- Reduce the residents' use of emergency rooms for non-urgent care
- Increase the residents' satisfaction with health care services and the health care system
- Improve the residents' health status
- Sustain the health care system's increased capacity

The health grantmaking strategy's specific strategies, tactics, and activities are described below. For a one-page overview of the health grantmaking strategy, including its strategies, tactics, and objectives, please see the attached **Theory of Change**. While the strategies, tactics, and activities are strong based on what we know right now, this is a new grantmaking strategy and so the activities may require modification based on what we learn as it's implemented.

Timeframes for each of the tactic's associated activities are provided below and illustrate the sequence in which they should be launched. For a more detailed timeline, please see the **timeline** attached. Of note, while the health grantmaking strategy is a 7-9-year strategy, the detailed timeline represents primarily implementation activities with iterative or ongoing activities indicated as such. Also, because many of the activities hinge on the identification of the Federally-Qualified Health Center¹ (FQHC) provider and the Health Resources and Services Administration's (HRSA) timeliness with the FQHC site expansion application review and decision process, the timing of related activities may need to be adjusted. Further, the availability of funding may also impact when activities can be launched.

Evaluation of the health grantmaking strategy should begin immediately and be ongoing, at a program and population level. At a program level, each program proposal submitted for funding consideration should include a logical model that details and quantifies the program's activities as well as its anticipated outcomes. Among the outcomes, the logic model should include at least one of the health grantmaking strategy objectives listed above. For each funded program, a report should be submitted at least semi-annually indicating the program's progress towards achieving its contracted activities and targeted outcomes.

Activities and outcomes for which the FQHC is responsible should be benchmarked against HRSA standards, for site expansion, services implementation, and ongoing services delivery. In addition, the FQHC should be responsible to conduct an ongoing survey of its patients' satisfaction with, and perceived impact of, the health care services provided.

At a population level, the 2019 Riviera Beach Community Health Assessment should serve as "baseline" population data. Reassessing this data on an annual or bi-annual basis will allow for the determination of population-level impact.

Taken together, this information should be used on a regular basis to identify opportunities to adjust and continually improve the health grantmaking strategy as well as to monitor its effectiveness and impact.

¹"Federally Qualified Health Centers are community-based health care providers that receive funds from the HRSA Health Center Program to provide primary care services in underserved areas. They must meet a stringent set of requirements, including providing care on a sliding fee scale based on ability to pay and operating under a governing board that includes patients. The defining legislation for Federally Qualified Health Centers (under the Consolidated Health Center Program) is Section 1905(l)(2)(B) of the Social Security Act." <https://www.hrsa.gov/opa/eligibility-and-registration/health-centers/fqhc/index.html>

Strategy 1 – Build Health Care Services Capacity

- **Build health care system capacity by providing seed funding to create a Federally-Qualified Health Center (FQHC) site providing comprehensive health care services in Riviera Beach**

Tactic 1. Provide seed capital to the establish an FQHC site in Riviera Beach, serving zip code 33404

- 1) Meet with and indicate to FQHC providers interested in launching a site in Riviera Beach that the XXXXXXXXXX would like to support the launch of an FQHC site in Riviera Beach; and, encourage providers to jointly support the submission of an Expansion Site Application by one provider to the Health Resources and Services Administration (HRSA) as soon as possible **(October 2020)**
- 2) Work with the FQHC provider to identify an easily-accessible site location in Riviera Beach **(November - December 2020)**
- 3) Determine site-related costs and fund the site's renovation, needed equipment, administrative costs (e.g., staffing), etc. **(November 2020 - September 2021)**

Tactic 2. Provide seed operating support to phase in health care services over a period of 7-9 years, establishing a “one-stop shop” for comprehensive, affordable health care services (including prescriptions) and creating a medical home for residents

- 1) Determine associated costs and fund mobile services by the FQHC provider, as the site is being established **(November 2020 – September 2021)**
- 2) Once established, provide funding to implement and build out health care services at the site over time **(November 2020 – September 2029)**
 - Determine associated costs and fund primary care services first, then fund other services (e.g., prenatal, maternal child, and women care; senior care; behavioral health; dental) phased in over time (i.e., once a service is sustainable through the FQHC, fund the addition of another service)

Notes:

- * Provide services during traditional as well as nontraditional days/hours
 - * Foster the creation of a clinic environment that is welcoming, friendly, respectful, and supportive
 - * Encourage the hiring of staff that mirrors the demographics of the community
 - * As phased in, outreach for each new service should be targeted to residents within census tracts particularly vulnerable to the health issue(s) addressed by the service
 - * As phased in, seeded services should be sustainable within 18-24 months, after the implementation of billing and as reimbursement catches up to billing
- 3) Connect the FQHC provider with key county officials/staff, city officials/staff, funders, local nonprofits, local health care providers, and community leaders, and seek their support in promoting the site and its services **(February 2021 – September 2021)**
 - Meet with local partners we know individually and/or in groups to make introductions and request their support
 - Work through local partners we know for introductions to key community partners we don't, to request their support

Strategy 2 – Build Health Literacy & Navigation Support

- **Build health literacy among Riviera Beach residents, and provide health system navigation support**

Tactic 1. Raise awareness among and educate residents on health care system-related topics

- 1) Determine associated costs and fund activities that raise awareness and educate residents on health care system-related topics (e.g., navigating the health care system, the importance of preventive care, the effective use of insurance and health services) **(November 2020 – Ongoing)**

Notes:

- * These activities could be performed by the FQHC (e.g., outreach staff, health educators), other nonprofits, and/or Riviera Beach residents serving as Community Health Workers
- * Consider multi-year funding commitments, with annual funding contingent on performance

- 2) Support the FQHC to conduct a series of Meet & Greet/Information Sessions focused on "Health and Our Community" for providers, residents, funders, etc., to promote awareness of the site, the site's services, other community services, and health-related topics **(February 2021 – September 2021)**

- 3) Determine associated costs and fund health-promotion programs designed to promote and support healthy lifestyles, such as Food as Medicine, Behavioral Health Pharmacies, etc. **(November 2020 – Ongoing)**

Notes:

- * These activities could be performed by the FQHC (e.g., outreach staff, health educators) and/or other nonprofits
- * Consider multi-year funding commitments, with annual funding contingent on performance

Tactic 2. Assist residents with navigating the health system

- 1) Determine associated costs and fund navigators (and possibly community health workers) to support residents through the health care and insurance systems, and link them to health-promotion programs **(November 2020 – Ongoing)**

Notes:

- * Navigators may be employed by the FQHC and/or other nonprofits
- * Consider multi-year funding commitments, with annual funding contingent on performance

Strategy 3 – Promote Services Integration

- **Integrate health care with other health-related social services to create a more comprehensive system of care, with the array of services provided tailored to meet the individualized needs of residents**

Tactic 1. Increase access to “social determinants of health” programs

- 1) Continue to fund programs that address the social factors that impact health (e.g., access to food, housing, education, training and employment, etc.) **(November 2020 - Ongoing)**

Note:

- * Consider multi-year funding commitments, with annual funding contingent on performance

- 2) Fund navigators (and possibly community health workers) to link residents to “social determinants of health” programs **(November 2020 – Ongoing)**
 - See Strategy 2, Tactics 1 and 2 above

- 3) Use Meet & Greet/Information Sessions as an opportunity to connect providers, and encourage collaboration across the health care and social services systems **(February 2021 – September 2021)**
 - See Strategy 2, Tactic 1 above

Tactic 2. Tie this health strategy to grantmaking across the XXXXXXXXXX's other areas of focus in Riviera Beach

- 1) Continue to build out XXXXXXXXXX's current database of funded programs. Use reporting by program type, with map, to identify services gaps and inform future funding to fill gaps across focus areas – helping to build out a comprehensive array of services programs **(November 2020 – Ongoing)**

Strategy 4 – Cultivate Partnerships and Engage Riviera Beach Residents

- **Cultivate partnerships with funders, nonprofits, community leaders, and residents to create, implement, support, and sustain the health system's increased capacity in Riviera Beach**

Tactic 1. Cultivate relationships, and leverage XXXXXXXXXX funding, to create and sustain the health system's increased capacity

- 1) Meet with local health and social services funders and nonprofits, particularly those with the means to help create and sustain increased health care system capacity, to cultivate partnerships in this effort **(October 2020 – Ongoing)**

Note:

* Consider engaging in collaborative funding opportunities

Tactic 2. Partner with key community stakeholders to promote, support, and sustain the health system's increased capacity

- 1) Use FQHC introductions, Meet & Greet/Info Sessions, etc. as opportunities to engage partners – promoting awareness of the site, the site's services, other community services, and health-related topics as well as supporting collaboration to create and sustain a more comprehensive system of supports for residents **(February 2021 – Ongoing)**
 - See Strategy 1, Tactic 2, and Strategy 2, Tactics 1 & 2 above

Tactic 3. Engage Riviera Beach residents in ways that offer opportunities to provide ongoing input regarding the health system and its impact on the residents' health status

- 1) Explore the possibility of incorporating Riviera Beach residents onto the FQHC Board, or of creating a Riviera Beach site-specific advisory committee **(February 2021 – Ongoing)**
- 2) Explore engaging the Bridges of Riviera Beach Steering Committee, comprised of community leaders and residents, to serve as an advisory committee **(January 2021 – Ongoing)**

Note:

* Consider providing nominal support for the Bridges of Riviera Beach Program Director position, to partner with XXXXXXXXXX staff in managing the Advisory Committee work. Consider multi-year commitment, with annual funding contingent on performance

Date: August 9, 2023

To: Angelika Schlanger
Executive Director
McKnight Brain Research Foundation

From: James Mueller

Subject: Strategic Planning Consulting Services

Thank you for the opportunity to submit a proposal to organize and facilitate a strategic planning process and craft a practical document that can serve as a road map.

In crafting a strategy clarity is critical. Clarity of organizational identity and purpose, clarity of vision and value proposition, clarity regarding strategic imperatives to be achieved, clarity regarding measurable outcomes/deliverables, and clarity *and* agreement regarding the key activities that will be undertaken to achieve the outcomes, thus achieve the imperatives, and thus achieve the vision.

Scope of Work

The scope of work to produce a written document that is vetted and approved by the board entails the following steps: discovery, planning, assimilation of discoveries and board recommendations into a written plan, and presentation of final plan to the board.

Discovery:

1. The consultant will work closely with the ED, Corporate Trustee, and any other designees, to:
 - a. Learn about the foundation through discussions and review of the web site and existing documents shared by the ED (existing strategic plan, MBRF brochure, existing landscape analysis, communications survey to our Board, etc.)
 - b. Identify key issues of concern or opportunity that affect the strategic plan.
2. The consultant will design carefully structured, twenty-minute, one-on-one Zoom or telephone interviews with each of the ten Trustees to explore their personal perspectives on critical issues related to the strategic planning process. Individual interviews are crucial to understanding a Trustee's nuanced views of issues. An interview is far superior to a survey, which is susceptible to errant suppositions, broad responses, and misinterpretation—by both the surveyed and the surveyor. During the interview, the consultant will elicit a clear understanding of a Trustee's ideas and the context of belief and experience out of which they arise. A personal conversation affirms that each Trustee's perspective is important and valued. It also helps the consultant prepare an effective planning session because he is highly informed and stylistically tuned-in to Trustees.

Planning:

1. The consultant will work closely with the ED, Corporate Trustee, and key members of the board (if designated), to clarify concepts that form the foundation of the strategic plan. They include:
 - a. Clarity of vision/vision statement: simply how will the experience of those the plan serves be improved because the plan succeeds? What will be new, different, or better?

- b. Clarity and specificity of the value proposition: What does the Foundation do that differentiates it from any other organization and how does it add value to those it serves—and thus, how will the strategic plan fulfill that proposition.
 - c. Drafting of strategic imperatives: What are the essential outcomes that define success? Those that are essential to achieve in order for the Foundation to achieve its vision. What will be substantially different over the course of the plan?
 - d. Capturing priorities within key areas of focus: research, education, communication.
 - e. Identifying core competencies: What competencies are required to achieve success? Staff, board, business or professional acumen, financial resources, etc.
- 2. The consultant will work closely with the ED, Corporate Trustee, and key members of the board (if designated), to draft preliminary roadmap that includes the following.
 - a. Strategic imperatives
 - b. Measurable outcome/deliverables
 - c. Key activities

To achieve substantive and valuable input and outcomes from the session, Trustees need to see a preliminary draft of a roadmap so that they can trace the logic and focus their thinking on the most critical elements: measurable outcomes/deliverables and key activities.

- 3. Facilitate the Planning Session. The consultant will translate the work completed to date into handouts for Trustees to receive in advance and a PowerPoint presentation to facilitate discussion.

Assimilate feedback and write plan:

Following the Trustee retreat, the consultant will debrief with the ED and Corporate Trustee to assimilate the Trustee's recommendations into the written document. The consultant will also work with the ED and Corporate Trustee to determine the format of the final document and then write the plan.

Presentation:

After reviewing the plan draft with the ED and Corporate Trustee, the consultant will provide a written copy to the Trustees and translate the plan into a PowerPoint format for presentation to the Board.

Timeline

Week of August 28th: Project launch, initial meeting with the ED and Corporate Trustee.

September/October: Discovery sessions with the ED and Corporate Trustee and Trustee Interviews.

Planning sessions with the ED and Corporate Trustee, and key board members (if designated).

October 23rd: Facilitate Trustee retreat.

Week of November 6th: Draft of written plan.

TBA: Presentation to Trustees

Consultant Estimated Time

		Jim		
		Projected Hours		
Discovery				
	Materials review	4		
	Discovery conversations with ED and corporate trustee	4		
	Clarify understanding			
	Identify and articulate key opportunities and concerns			
	Interview board members	6		
	Determine content in conversation with ED and corporate trustee			
	Develop clear and concise interview			
Planning				
	Planning conversations with ED and corporate trustee			
	Clarify and articulate core strategy concepts	8		
	Vision (What it looks like when you succeed)			
	Value proposition (How you create value for those you serve)			
	Strategic imperatives (3 to 5 organizational outcomes that are essential to success)			
	Priorities that pursue strategic imperatives within key areas of focus (research, education, communication)			
	Core competencies that ensure success			
	Craft Preliminary roadmap	4		
	Strategic imperatives			
	Measurable outcomes/deliverables			
	Key activities			
	Facilitate planning meeting with Trustees	8		
	Plan and present			
Write Plan		8		
	Debrief with ED and corporate trustee			
	Assimilate board recommendations			
	Determine format with ED			
	Write Plan			
Presentation		4		
	Develop Presentation			
	Present Plan/Roadmap			
	Total Hours	46		

Budget: \$10,000



James Mueller & Associates
847.708.5500

James Mueller

Academic Credentials

BS, Cornell University
MTS, Gordon-Conwell Theological Seminary, magna cum laude
Axiometrics Analyst, Hartman Value Profile

Awards, Honors, Certificates

Phi Alpha Chi Graduate Honor Society
Outstanding Young Men in America, Awarded by the Jaycees

Professional Appointments

James Mueller & Associates, Founder/President
Grenzebach Glier & Associates, Chief Operating Officer
Goodwill Industries of Metropolitan Chicago and Northern Illinois, Executive Director
Lake Forest Graduate School of Management, Vice President, Enterprise Advancement
Advocate Healthcare Bioethics Center, Vice President for Development, Communications, and Public Affairs
Northwestern University, Director of Development, College of Arts and Sciences, Director of the Campaign for Great Teachers
Cornell University
Director of Midwest Office
Associate Director of University Alumni Class Affairs

Recent Books

Onboarding Champions: The Seven Recruiting Principles of Highly Effective Nonprofit Boards, published 2021

Lyrics of a Broken Heart: A Father's Journey Toward Wholeness, published 2020

Book Chapters

"Healing Governance Ills Requires the Right Diagnosis," published in *You and Your Nonprofit Board: New Thinking from the Field's Top Practitioners, Researchers, and Provocateurs*, Charity Channel, June 2013. Republished in *Nonprofit World*, volume 31, number 4, Jan-March, 2016.

"Overcoming Complacency and Pride: Two Lessons from Greek Mythology," published in *You and Your Nonprofit Board: New Thinking from the Field's Top Practitioners, Researchers, and Provocateurs*, Charity Channel, June 2013.

Recent Featured Articles

"Strategic recruitment lies at the heart of successful onboarding of new board members," *Board & Administrator: For Administrators Only* and *Nonprofit Business Advisor*, Editor: Nicholas King

"Vetting Your Next Nonprofit Board Seat," published in *NACD Directorship In Practice*:
<https://www.nacdonline.org/insights/magazine/article.cfm?ItemNumber=72643>

"People with Disabilities are Underrepresented in Corporate Board Rooms," *Recruiter Today Online*: <https://www.recruiter.com/i/people-with-disabilities-are-underrepresented-in-corporate-boardrooms/>

"Implicit Bias, the Hidden Enemy to Diversity," published in *Nonprofit Technology News*:
<https://npotechnews.com/index.php/managementfeatures/item/4169-implicit-bias-the-hidden-enemy-to-diversity>

Book Reviews

massnonprofit news: <http://massnonprofit.org/features/books-of-note/all-nonprofits-deserve-a-strong-board>

Nonprofit Board Crisis (U.S. - top 75 nonprofit blog)
<https://nonprofitboardcrisis.typepad.com/mbblog/2021/03/nonprofit-board-recruitment-book-review-nonprofitboardrecruitment-onboardingchampions-jamesmueller.html>

Television Interview

Nonprofit Board Recruitment Interview, WEHT TV:
https://www.youtube.com/watch?v=wDr_sGUwjgA

Recent Podcasts

"Fixing Dysfunctional Nonprofit Boards," The Nonprofit Exchange Podcast: Interview Link: <https://podcasts.apple.com/us/podcast/dysfunctional-nonprofit-boards-can-ruin-an-organization/id943509302?i=1000513363423>

"Building Highly Effective Nonprofit Boards," Nonprofit Yeah Interview:
<https://nonprofityeah.libsyn.com/jim-mueller-episode>

"The Seven Principles for Board Success," Inspired Nonprofit Leadership Podcast (global rank, top 5%) <https://podcasts.apple.com/us/podcast/seven-recruiting-principles-for-board-success/id1446218521?i=1000524042872>

"Keys to Nonprofit Board Success," Nonprofit Utopia Podcast: Interview with host Valerie Leonard:
<https://www.youtube.com/watch?v=NgUCfFIIdCY>

"Onboarding and Recruiting Principles," Nonprofit MBA Podcast (global rank, top 10%): <https://nonprofitmba.libsyn.com/onboarding-and-recruiting-principles-for-effective-nonprofit-boards>

"Building Effective Nonprofit Boards," Nonprofit Yeah Podcast (First Creek Partners)
<https://nonprofityeah.libsyn.com/jim-mueller-episode>



Scope of Services

Our firm understands that no organization is one dimensional. Organizational development, governance, and revenue generation are intimately intertwined, particularly in the nonprofit sector. Our expertise ranges across these three disciplines, so we understand how to effectively engage with an organization within each and across all three. Our core services include:

Governance

Board culture, board-CEO relationship, and board-staff expectations are powerful factors in organizational success. We work with boards to help them understand their culture, clarify their responsibilities and expectations, improve their functioning and efficiency, and establish practices that enliven participation and constantly renew membership with the right people. Using similar processes, we are able, when appropriate, to enhance the relationship between the board and the CEO as well as the board and the staff.

Organizational Development

Strategic Planning: Charting a course and communicating it to stakeholders is the essence of an effective plan. Our team helps organizations build plans that are rooted in the values, vision, mission, and brand position of the organization, are action oriented, and contain measures of success.

Staffing and Team Building: Hiring the right people with the right skills and attitudes is critical for organizational success. Building cohesive teams is just as important. We work with organizations to build strong teams of competent people who are effective and loyal. As an Axiometrics Analyst for the Hartman Value Profile, Mr. Mueller help organizations coach effectively and hire the right people by removing individual bias from coaching and hiring decisions.

Executive Coaching: In today's high pressure, information-saturated, deadline-driven leadership environment, executives can benefit greatly from an objective, informed point of view. Our team members, with years of leadership and organizational development experience, are available to help executives solve problems in a safe, creative environment where they are free to think out loud and test ideas.

Philanthropy Counsel

James Mueller & Associates is known for the careful research and rigorous analysis that it brings to philanthropy and fundraising. The reports generated from the studies and the development of action plans with the client, map a productive way forward. Our team members help organization's structure and develop sound programs, from staff organization to infrastructure to proven best practices. We help organizations scale programs that are appropriate for their size and capacity. In addition to program development, we provide board and staff education for individuals and groups, whichever best suits the needs of the organization. In today's competitive environment, effective storytelling is critical to success.



Client List

Advocacy and Social Service

Achievement Centers for Children and Families (search, executive coaching)
Adoption-Share (planning, strategy, problem solving)
Alzheimer's Association, Southeast Florida Chapter (values, vision, board priorities)
Barbados Youth Business Trust (organizational development, fundraising)
Broward Housing Solutions (board development, strategic planning)
Caribbean Policy Development Center (organizational development, fundraising)
Child Rescue Coalition, International (organizational development, search, philanthropy)
ChildNet (board development, planning retreat)
Children of Inmates (organizational development, team building, strategy, executive coaching)
Children's Harbor (organizational development, planning, internal review, executive coaching)
Children's Services Council of Palm Beach County (strategic planning)
Crisis Housing Solutions (board development, staff development, planning, executive coaching)
Equine-Assisted Therapies of South Florida (board development, strategic priorities, executive coaching)
Faith Story (values, vision, mission, planning)
Feeding South Florida (board development, strategic plan)
FIU Embrace Program (strategic planning)
Fundación Adelante, Honduras (board development, planning)
Haitian Hometown Association (organizational development, fundraising)
Habitat for Humanity of Broward (strategic planning, board development)
HANDY (board development, planning)
Hispanic Unity of Florida (board development, strategic priorities)
HomeSafe (search, internal review, fundraising, campaign counsel)
Hope Outreach Center (board development)
Immanuel Lutheran Communities (organizational and board development, executive coaching)
Jewish Adoption and Family Care Options (planning)
John Knox Village of Florida (fundraising study, case for support, survey, campaign counsel)
Key Clubhouse (strategic planning)
KID (board development, strategic planning)
KidSafe (board development, planning)
Leadership Broward (board development, strategic planning)
Leadership Palm Beach (value proposition, strategic planning)
Meals on Wheels of the Palm Beaches (board retreat, strategic planning)
Metro Broward Economic Development Corporation (strategic planning, strategy)
Miami Rescue Mission (organizational development, advancement, search)
Montana and Idaho Community Development Corporation (planning, fundraising)
OIC Inc. of South Florida (board development)
The Pantry of Broward (board development, strategic planning)
Planned Parenthood of South Florida and the Treasure Coast (strategy, priorities)
Rebuilding Together, Broward (board development, values, vision, mission)
Seafarers House (board development, planning, fundraising)
Second Chance Initiative (search)
SOS Children's Villages of Florida (fundraising, organizational and board development)
Special Olympics Florida (values, vision, strategy, priorities)
Take Stock in Children, Broward (board development, planning)
Take Stock in Children, Palm Beach County (planning and storytelling)

United Way of Broward County Commission on Substance Abuse (strategic priorities)
Vita Nova (organizational development, search)
World AIDs Museum and Educational Center (leadership, strategy, fundraising)
YMCA of Broward County (board development, strategic priorities)
21st Century Dads and the Special Fathers Network (values, vision, mission, governance)

Arts and Culture

Arts Garage (board development, mission, vision, strategic direction)
Bonnet House Museum & Gardens (board development, planning)
Fort Lauderdale Children's Theatre (board retreats, strategic planning)
Delray Cultural Arts Center (community consultation on strategic priorities)
Miramar Cultural Trust (board development, org. development, planning, search, strategy, executive coaching)
Morikami Museum and Japanese Gardens (strategy, priorities, executive coaching)
National Museum of Health and Medicine (brand position, strategy, priorities)
National Veterans Network (Community Dialogue, Strategic Planning)
Smithsonian Asian Pacific American Center (fundraising, communications, planning)
Young at Art (board retreat, strategy, planning, priorities)

Conservation and Environment

Alaska Wilderness League (organizational development, strategic planning, search)
Clean Air-Cool Planet and the Climate Policy Center (strategy, planning)
Montana Wilderness Association (internal study, advancement planning, strategy, search)
Sawgrass Nature Center & Wildlife Hospital (board and organizational development)
The Wilderness Land Trust (strategy, planning, search, executive coaching)

Education

Achievement Centers for Children & Families (search and counsel)
American Association of University Professors Foundation (strategy, fundraising study)
Breakthrough Miami (organization development, team building, strategic planning, executive coaching)
Broward College (strategy, planning, priorities)
Broward College Foundation (planning, reorganization, search, fundraising study, executive coaching)
Broward Education Foundation (board retreats, strategic planning and execution)
Creative Education Foundation/Creative Problem Solving Institute (strategy, organizational dev)
Florida International University (colloquium on STEM education, internal study-student success)
Florida International University, College of Education (strategic planning)
Fuller Center (board development, strategic priorities, search)
Governors State University (board retreat, strategic priorities)
Justice and Security Systems (project development, stakeholder facilitation)
Pine Crest School (strategy, planning, advancement, campaign counsel, executive coaching)
Plumosa School of the Arts Foundation (values, vision, mission, event planning/mgmt)
Schoolhouse Children's Museum and Learning Center (mission, vision, values, executive coaching)
Smithsonian Center for Learning and Digital Access (strategic planning)
Smithsonian Science Education Center (strategic planning)
State College of Florida Foundation (board retreat, governance practices, strategy)
University of Texas Law School (organizational development, executive coaching)
Women of Tomorrow Mentor & Scholarship Program (advancement, strategy)

Foundations

The Campion Foundation (planning and development services for grant recipients)
Community Foundation of Broward (nonprofit board and leadership development)
Community Foundation for Palm Beach and Martin Counties (governance workshop for clients)
Gore Family Memorial Foundation Trust (board development, planning)
Selfless Love Foundation (planning, strategy, problem solving)
Sixers Youth Foundation (planning, strategy, communications, website development)
Stacy Foundation (client assistance in staffing)
Wilt Chamberlain Memorial Trust (organizational management)

Health

Debbie's Dream Foundation (board development)
Florida Breast Cancer Foundation (board development and planning)
Henderson Behavioral Health (strategic priorities)
Jackson Health Foundation (organizational development, board development)
Joe DiMaggio Children's Hospital Foundation (board retreats, planning, fundraising)
Memorial Foundation (board retreats, planning, fundraising)
Palm Beach Healthcare Foundation (board development and strategic priorities)
St. John's Mercy Foundation (team building and planning)
South Florida Hospital and Healthcare Association (values, vision, mission, mkt position)
United HomeCare (board development and strategic priorities)

Member Associations

Adult Children of Alcoholics World Service Organization (board retreats, strategic planning, governance, board coaching)
Association for Advancing Physician and Provider Recruitment (restructuring, branding, governance, strategic planning)
Barbados Association of Nongovernmental Orgs (organizational development, fundraising)
Commercial Real Estate Women (strategic planning)
Florida Council for Resource Development (planning and priorities)
Latin Builders Association (strategic planning)
Southern Florida Minority Supplier Development Council (board development, strategy)

Sports

Diadem Sports [tennis products] (candidate assessment and team building)
Major League Baseball Players Trust (strategic planning)
Philadelphia 76ers Community Relations (strategy, planning, communications, executive coaching)

Business

answerQUEST [executive search] (values, vision, mission)
Codice Holdings (team development)
INTERCOMP (team development)
Motiv [digital content logistics and management] (organizational and leadership development, restructuring, executive coaching)
National Leadership Institute [education services to nonprofits] (client workshops)
Nectris Labs | Outpost (candidate assessment)
OTS Inc [tax management for interstate trucking] (teambuilding, performance)
Southfire Systems [security systems] (teambuilding)
Stephen Green Photography (teambuilding)
The 3rd Eye [advertising agency] (organizational development, restructuring, executive coaching)



ASPR Vision

Healthcare is transformed in our communities.

Mission

The Association of Staff Physician Recruiters empowers industry experts through education, research and engagement.

ASPR Values

- Integrity
- Professionalism
- Collegiality
- Innovative thinking

ASPR Winning Value Proposition (aka our core strategy)

Customer Focus: *Healthcare decision-makers who influence provider recruitment and are committed to quality healthcare for their communities.*

Value Proposition: *Provide accessible, high quality education and unique research integral to effective recruitment decision-making.*

Means: *We develop and effectively deliver the highest quality education for in-house physician and healthcare practitioner recruitment professionals that enable them to be well-informed, competent, strategic decision-makers who partner with institutional administrators to improve healthcare for their communities. We provide unique, substantive physician and practitioner recruitment research and data that enables healthcare recruitment decision-makers to solve problems and make well-informed decisions.*

ASPR Strategic Imperatives

- I. **Position the Expertise of the Association and Its Members:** Develop and perform a full array of organizational practices—professional development, branding, marketing and communications—that position the association and its members as strategic partners in institutional decisions regarding the recruitment of physicians and healthcare practitioners.
- II. **Strengthen and Focus Member Education:** Implement a comprehensive, cohesive professional development program that enables members to successfully interact with healthcare decision-makers and help them solve the range of provider recruitment problems and challenges they face.
- III. **Deliver Research/Data to Healthcare Leaders:** Identify, create, and deliver credible assets to healthcare leaders that help them solve the range of provider recruitment problems and challenges they face.
- IV. **Provide an Engaging Membership Experience:** Increase the size of membership and the retention of newer members by creating an attractive member experience. Adopt, implement, and sustain best practices in recruitment and retention.

ASPR Organizational Three-Year to Five-Year Goals

Approved by ASPR Board, April 30, 2016

- 1. Professional Education: Create a Learning Institute** (Education and Fellowship)
 - 1.1. Develop curriculum that addresses the full spectrum of our constituency's professional education needs that is delivered using the best proven-practices.
 - 1.1.1. Efficiently deliver the basics of provider recruitment; and accelerate delivery to those new to our industry.
 - 1.1.2. Educate constituents about the macro issues facing the industry.
 - 1.1.3. Develop content for advanced professionals.
 - 1.2. Align and integrate content across all platforms.
 - 1.3. Continuously improve the certification program so that it exemplifies industry standards and is recognized as best in class.
- 2. Research** (Research)
 - 2.1. Determine the research and information that is most relevant to "healthcare leaders who influence provider recruitment."
 - 2.2. Efficiently deliver relevant and timely information to constituents.
 - 2.3. Research and information exemplifies industry standards and is recognized as best in class.
- 3. Member Engagement and Constituency Development** (Engagement)
 - 3.1. Adopt, implement, and sustain best practices in member recruitment and retention
 - 3.1.1. Target and grow membership among those who fit the new constituency profile.
 - 3.1.2. Implement a robust new member onboarding program.
 - 3.1.3. Define the best practices in recruitment and retention; and create a cadence of accountability to follow those practices.
 - 3.2. Identify constituent interests and increase the number of constituents who are actively engaged.
 - 3.2.1. Define our criteria for engagement.
 - 3.2.2. Develop opportunities for engagement based on constituent interests.
 - 3.3. Utilize best practices in collecting and managing information on our members.
 - 3.4. Create and maintain constituent skills and interests inventory.
- 4. Advocacy, Positioning, Marketing** (Strategy Development Group/Executive Director)
 - 4.1. Form strategic partnerships to establish a strong position in the industry.
 - 4.1.1. Define strategic partnership profile.
 - 4.1.2. Define criteria for partnership agreement.
 - 4.2. Identify and assert position on key advocacy issues.
 - 4.3. Implement a robust trans-media marketing campaign.
 - 4.3.1. Immediately respond to important issues related to our industry.
 - 4.3.2. Integrate contemporary media channels.
 - 4.3.3. Upgrade website design to satisfy best standards.
 - 4.3.4. Actively manage content to align with highest professional standards.
 - 4.4. Rebrand the association to align with new positioning.
 - 4.4.1. Determine name
 - 4.4.2. Undertake rebranding campaign

5. **Communications** (Executive Director and Staff)
 - 5.1. Deliver relevant and timely information to our constituency.
 - 5.1.1. Determine constituent content interests, format/delivery-method preferences, and desired frequency for communications.
 - 5.2. Deliver messages on preferred, contemporary channels.
 - 5.3. Strategically push out information.
 - 5.3.1. More strongly position ASPR communications with its members
 - 5.3.2. Strengthen controls on vendor communications
6. **Leadership Development and Succession Planning** (Governance, Board, Executive Director)
 - 6.1. Strategically identify, recruit, and onboard leaders.
 - 6.1.1. Identify according to established criteria and profile.
 - 6.1.2. Clearly state expectations and create a cadence of accountability.
 - 6.1.3. Implement a rigorous vetting process.
 - 6.2. Use association's skill inventory to identify candidates.
 - 6.3. Meaningfully and appropriately engage and support all leaders—board, leadership council, and chapters.
 - 6.4. Identify leadership opportunities and candidates months in advance of recruitment.
 - 6.4.1. Board Development Committee identifies prospects and facilitates process in an ongoing manner throughout the year.
7. **Infrastructure** (Board, Executive Director)
 - 7.1. Hire and develop staff sufficient to the needs of the association.
 - 7.2. Support staff and organization's growth and development with appropriate technology.

Strategic Imperative I:

Position the Expertise of the Association and Its Members: Develop and perform a full array of organizational practices—professional development, branding, marketing and communications—that position the association and its members as strategic partners in institutional decisions regarding the recruitment of physicians and healthcare practitioners.

Annual Goal: Design and implement comprehensive (re) branding strategy

Staff Strategies/Milestones:

- Create the visual identity for the new brand by 12/1/18
- Create an implementation plan with influence by 12/31/18
- Design and implement comprehensive strategic communications plan to Increase recognition of the expertise and value of their body of knowledge for physician recruitment/ASPR by 4/10/19 and through 12/31/2019
- Develop focused messaging for target audiences including tools for affiliates to use by 4/10/19 and through 12/31/2019
- Implement new identity in all aspects of organization's properties/platforms: affiliates, website, pubs, conference, etc. by 4/10/19 and through 12/31/2019
- Identify and select members for board leadership that support all of ASPR's strategic priorities

Member Thought Leaders Needed

- Board
- Committee and Affiliate Leadership
- Engagement Committee (formerly membership committee), brand member ambassadors/communications committee), Affiliate Advisory Council
- Board Development Committee

Strategic Imperative II:

Strengthen and Focus Member Education: Implement a comprehensive, cohesive professional development program that enables members to successfully interact with healthcare decision-makers and help them solve the range of provider recruitment problems and challenges they face.

Annual Goal: Implement redesigned certification program that is aligned with content strategy

Strategies/Milestones:

- Continue to develop, implement, and align content strategy in all professional development offerings now through 12/31/19
- Undertake re-design of organization's credentialing program based on an assessment of core curriculum needs for the profession with board approval of the new credentialing program by 3/31/2019
- Implement new credentialing program by 10/31/19

Member Thought Leaders Needed

- Education Committee (includes webinars and magazine)
- Resource Library Committee (if not incorporated into Education committee)

Annual Goal: Develop, implement and evaluate a professional development program that allows members to confidently communicate and position themselves internally as the credible expert in physician/provider recruitment and retention

Strategies/Milestones

- Conduct initial assessment for knowledge gaps in the profession (examples may include knowing the language of the member's audience (c-suite, physicians, etc.) and what is important to them (patient experience, patient satisfaction, time to fill, access) by 10/30/18
- Develop a program structure that may include webinar, panel, or some other media by 12/31/18
- Implement new learning product modules to meet members at their point of need through the conference (April 2019), regional events (spring, summer, fall 2019), JASPR (spring/fall 2019) and social media (year-round)
- Continue to remodel and renovate conference and other offerings with a priority on assuring we are delivering advanced content to meet learner needs by 12/31/19

Member Thought Leaders Needed

- Education Committee (includes webinars and magazine)
- Resource Library Committee (if not incorporated into Education committee)
- Vendor Relations Committee

Strategic Imperative III

Deliver Research/Data to Healthcare Leaders: Identify, create, and deliver credible assets to healthcare leaders that help them solve the range of provider recruitment problems and challenges they face.

Annual Goal: Identify, create, and deliver credible assets to health care leaders that help them solve the range of provider recruitment problems and challenges they face

Strategies/Milestones:

- Create ASPR's first research agenda that supports the strategic imperatives and ensure that our research goals remain relevant to the needs of members by 3/31/19
- Redesign benchmarking survey to provide timely, useful data to c-suite executives, medical directors, and members by 12/31/18 and reassess 10/31/19
- Provide a quality mechanism for spot survey implementation that allows the association to expand research beyond traditional topics (e.g., specialty groups/ issues, onboarding functions, credentialing, acquisitions) by 06/30/19 dependent upon research agenda
- Integrate research findings with overall communications, media and branding strategy to establish ASPR as the credible, authoritative voice in the health care provider recruitment profession by 4/10/19 and ongoing
- Integrate research tools and findings into content delivered to recruitment professionals as educational content in all platforms by 12/31/19

Member Thought Leaders Needed

- Board
- Board Champion(s)
- Research Committee (transform Benchmarking and Surveys)
- Strategic Partners

Strategic Imperative IV

Provide an Engaging Membership Experience: Increase the size of membership and the retention of newer members by creating an attractive member experience. Adopt, implement, and sustain best practices in recruitment and retention.

Annual Goal: Implement a series of programs and initiatives to improve member retention and engagement that includes the new expanded member profile and aligns with affiliates and SIGs' engagement strategies

Strategies/Milestones:

- Communicate and onboard all new affiliates into program by 2/28/19
- Integrate affiliate/SIG remodel into rebranding campaign by 4/10/19
- Develop member personas that include the expanded potential membership constituency for targeted marketing membership acquisition and retention campaigns by 6/30/19
- Implement best practices in association member recruitment and retention to increase the size of membership by a minimum of 10% (since 10/31/18) and increase retention by 3% by 12/31/19

Member Thought Leaders Needed

- Board Champion(s)
- Engagement Committee (transform Membership committee)
- Strategic Partners

Statement of Work prepared for McKnight Brain Research Foundation

Written by Laurie Hill at Collaborative Labs 7th August 2023



McKNIGHT BRAIN

RESEARCH FOUNDATION

Preserving memory, enhancing life

Welcome to Collaborative Labs

Expert facilitators in strategic collaboration.

Statement of Work (SOW) for the McKnight Brain Research Foundation

Thank you for the opportunity to submit a Statement of Work for your review. The purpose of this Statement of Work is to provide a solution for your planning needs.

Your ask is that you receive high quality, efficient process facilitation for your planning engagement.

We believe that the Collaborative Labs is the best fit for your needs in light of the methodology, products and services employed.

On the following pages, you will find your ask, potential timelines and process, your investment and some information about the Collaborative Labs to help you make the best decision possible.

Please know that we will make sure to deliver on the projected scope of work and feel that we are in the best position to deliver the resources you need to achieve success!

Let us know what questions you have regarding this SOW and we cannot wait to partner with you on this important initiative!

Your Ask

What we understand about what you need.

- Facilitated Strategic Plan
 - Look at previous plan, update, add new initiatives, create a road map for tracking and measuring success.

We are confident about being able to provide the services that you need to accomplish those goals by:

- Using our accelerated and highly efficient brainstorming technology and methodology.

WE WORK TO MEET THE PAIN POINTS OF OUR
CLIENTS.

THAT MEANS YOU!

EASY BUTTON

"I don't want this to be another project I have to manage."

ENGAGEMENT

"I want to bring diverse stakeholders to the table for robust collaboration."

EMPOWERMENT

"I want the stakeholders to feel as though they were part of the process."

ENHANCEMENT

"I want better team collaboration and communication so they feel valued and heard."

EFFECTIVE

"I need tangible, implementable outcomes. This can't be just another meeting. We need results."

About Us

WHO ARE THE COLLABORATIVE LABS?



Collaborative Labs at St. Petersburg College, founded in 2004, specializes in the design, facilitation and documentation of highly interactive and dynamic planning sessions resulting in engaging processes that enables maximum participation to identify areas of consensus on a shared strategic vision and priorities.

Collaborative Labs is an innovative leader in the field of facilitated problem solving and strategic planning. We use unique technologies that magnify team interactions in a way that immerses participants in the process of creating solutions which in turn creates value for each participant and the organization. This true team building process effectively breaks down silos and streamlines communication while identifying challenges and outlining lasting solutions.

WHO DO WE SERVE?

- Private Sector
- Non-Profit
- Associations
- Government/Municipality

- Regional
- YOU!

OUR UNIQUE APPROACH INCORPORATES:

- Interactive technology
- Strength-based techniques
- Appreciative Inquiry Processes
- Real-time documentation (written and visual)

Collaborative technology such as whiteboards, visioning, brainstorming software and polling accelerate participant's best thinking.

Engaging visual illustrations can be created by a business illustrator detailing participants shared vision and priorities.



Real-time documentation of collaborative engagements ensures that all input is captured in a meaningful and comprehensive way and is forwarded to all participants within three days so implementation can begin immediately and momentum is maximized.

Collaborative Labs offers customized facilitated solutions in *person in our innovative labs, mobile, virtual or hybrid.*

Examples include:

- Strategic planning
- Process Mapping
- Board Retreats
- Seminars, Round Tables and Educational
- Industry Convenings
- Business and Industry Conferences
- Listening Groups such as Focus Groups and Town Halls

PREPARING FOR YOUR ENGAGEMENT



DATA GATHERING

Meeting with you and your facilitator to identify desired outcomes.

MEETING DESIGN

We provide consultation to ensure time is used effectively and efficiently.

ACTIVITY PLANNING

Plan activities to support meeting objectives and interactive participation by attendees.

MEETING PREPARATION

Plan and prepare meeting materials including handouts and reference materials.

AGENDA FORMATION

Outlining the planned activities and sequence.

DURING YOUR ENGAGEMENT

When the time comes to conduct the meeting, WE ensure a smooth and engaging session by facilitating every aspect while YOU are able to fully participate in the engagement.



EXPERT FACILITATION

Our strengths-based approach leverages your team's innate skills and strengths, encourages individual contributions for the greater good, and aligns all stakeholders to a common vision. Our

expert facilitators empower participants to contribute their ideas by creating a safe environment for collaboration, healthy conflict resolution, and alignment of priorities. With organized team brainstorming activities, report outs and group prioritization, teams stay focused on a shared vision within a cooperative environment in which everyone's ideas are heard, valued and objectively evaluated.



TECH SUPPORT

Our integrated technology seamlessly complements our process and expedites successful client outcomes. Each facilitated in-person or virtual engagement includes a technology support team member. Technology is used to enhance our interactive participant experience, orchestrate team collaboration and brainstorming, and generate results methodically and efficiently.



DOCUMENTATION AND ILLUSTRATION

A documenter captures and highlights key themes, discussions, and solutions during your engagement and prepares a robust set of meeting notes called a Real-Time Record (RTR). This detailed record is delivered within a few days of your engagement. Our expert business illustrator visually captures your top ideas in a comprehensive illustration that can be used as a graphical depiction of your action plan.

POST-ENGAGEMENT

Time to celebrate another successful, productive engagement, but we're not done yet! Our post-meeting services are just as vital to your long-term success as our other services.

**WHEN YOUR MEETING ENDS, WE CONTINUE TO
SUPPORT YOU THROUGH:**



REPORTING

We thoroughly document all aspects of the meeting and deliver your Real-time Record in a timely manner so that you so you have a report of the meetings outcomes and can begin work quickly.



IMPLEMENTABLE ACTION PLAN

We efficiently deliver a personalized Bold Action Plan within a few business days. This dynamic document lists the near-term action items, success metrics, champions, resources needed and timeframe to achieve your vision, goals, and strategies!



PROJECT COORDINATION

If you desire further assistance, our team can support your implementation and execution through business coaching, customized virtual team platforms and follow-on collaborative engagements.

Timelines & Process

Below is a super light version of a suggested timeline for your engagement.

DATE OF ENGAGEMENT: Prior to signing Statement of Work – Secure a date for your engagement.

INVITATIONS: Immediately following signing Statement of Work – Send out an invite to a broad range of stakeholders.

DISCOVERY PHASE: 3–4 weeks prior to engagement – Schedule first data gathering call with facilitator.

AGENDA: 2–3 weeks prior to engagement – Review suggested agenda.

TRAINING/SUPPORT: 2–3 weeks prior to engagement – Schedule any trainings or run of show calls.

FINAL DETAILS: 1 week prior to engagement – Finalize agenda.

BLAST OFF!: Hold engagement.

This is at an incredibly high level but there's a lot to each of these elements and there's a lot that's not mentioned. This will all be in your data gathering call, but essentially it means that we won't just blindly stick to the plan if the data indicates something different will be more successful. Adaptability is the key and we customize to ensure the optimal outcome for your planning engagement.

Process: After signing the Statement of Work, you will be contacted by your facilitator. They will begin the data gathering process to best determine the agenda for your engagement. This data gathering will aid us in better understanding the full scope of the work to achieve your goals. If this scope exceeds this Statement of Work, we will make recommendations to you and will update the SOW, requesting a new signature to ensure you receive the solutions/products you desire.

Outcomes: Unlike a traditional consulting approach to strategic

planning, client deliverables produced through Collaborative Labs' methodology capitalize on a greater depth and breadth of institutional knowledge and expertise and result in greater stakeholder accountability, because we view/utilize the client as the "content expert," and the Collaborative Labs are the "facilitative process experts." We will facilitate your planning engagement to achieve the goals as set out through the set agenda. **Road mapping is an important part of many planning engagements. However, most road maps are not completed during the engagement. This is true because there are a lot of factors involved in putting an entire road map together including who your champions are, what resources are needed, what metrics/performance indicators can be achieved and what are the timelines. Additionally, your strategic plan and roadmap is an iterative, real-time, living document that will grow and evolve as the tactics are discussed.

The "A Team"

We are a little biased, but we believe we have one of those rare teams where we all work together for one purpose. We all wear many hats to accomplish the goals we set with our clients. We encourage each other and we celebrate after each engagement! Who wouldn't want to partner with a team like ours? We encourage our clients as well and want them to sit back and push the easy button as we guide them to a successful outcome!

Description of Roles:

Facilitator: The facilitator role is to work with our client stakeholders to collaborate better together, understand their common objectives, and plan how to achieve these objectives. In doing so, the facilitator remains "neutral", meaning they do not take a particular position in the discussion but efficiently and effectively synthesize the discussion to successful outcomes.

Technologist: The technologist role is to support the efforts of achieving successful outcomes through using our brainstorming and polling technology to efficiently bring about a consensus from the client stakeholders.

Documenter: The documenter role is to create a Real Time Record (RTR) that incorporates the discussions, themes, pictures, brainstorming, polling and other pertinent items. This RTR becomes a living document filled with the goals and objectives of the engagement to use as a road map in achieving successful outcomes.

Visual Illustrator: The visual illustrator role is to create an artistic design that portrays the main themes of the engagement. This illustration is key in tying all the pieces of the engagement together to use in communicating your vision and goals to your business/organization and clients.

Meet some of our team members:

Andrea Henning, Executive Director / Facilitator

Tina Fischer, Manager /Facilitator

PJ Petrick, Senior Technologist

Laurie Hill, Branding & Business Development Officer

Sheryl Bartolotti, Budget Specialist

Milo Paich - Facilitator

Jonathan Massie - Illustrator

Karin Carlin - Documenter

Dina Vann - Documenter

Annemarie Boss - Documenter

Ashley Smith - Documenter

Alicia Geigel - Documenter

Your Investment

Snapshot of Services Included with your Engagement Service Needs for Date(s) of Service of October 23rd, 2023

SCOPE OF WORK:

- Data Gathering Calls (2 included)
- Design and facilitation of the engagement agenda. (Which you will sign off prior to the engagement.)
- Breakout brainstorming coordination and report-outs
- Polling
- **DELIVERABLES:** Real Time Record and Full-Color Visual Illustration

Facilitated Engagement

Strategic Planning

Our portion of the day is a packed with structured content to efficiently collaborate and synthesize your goals for successful outcomes. Our full team will include a Facilitator, Technologist, Documenter and Visual Illustrator.

\$14,096

One-off Total \$14,096

Ancillary Fees

Estimated Mobile Fees

Estimation of Mobile fees can include the following:

Mileage and /or transportation fees to and from airport.
Lodging
Flights
Meals, Incidentals and Expenses
Per Diem
*Per team member, per day

*All the above estimated fees can be reduced by the client providing lodging and MI&E. Lodging can be provided through client or secured by Collaborative Labs and charged to client.
**It is possible we can have a team member come in through virtual means and that will save on one team member's mobile fees.
***Fees are charged post engagement.

\$6,000

One-off Total \$6,000

One-off Total \$20,096

Disclaimer & Terms

Pricing is effective for 30 days from sent day of Statement of Work. Prices are subject to change based on annual increases and changes within scope of work. Any pricing changes will be discussed with client prior to implementation and invoicing.

Terms Payment Process and Terms:

After the event, upon receipt of the deliverables specified above, Client will pay the Engagement Price within 30 days from receipt of invoice.

Cancellation Charge: If the event is cancelled, Client will pay any non-refundable, approved expenses already incurred. If the client postpones or cancels the event within 14 working days of the first day of the event for reasons other than natural disasters or national or local

emergencies, Client will pay a cancellation charge equal to 30% of the fee. Acknowledgment of this Statement of Work is made known by both of our signatures below and signifies the intent of both parties to work together as outlined above.

What Our Clients Say



READ ALL ABOUT IT!

Learn how businesses and organization around the globe have used the Collaborative Labs to efficiently and effectively produce measurable outcomes through facilitated planning.

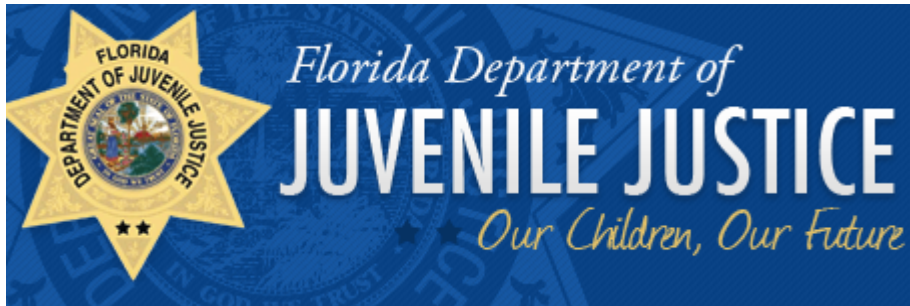


We have learned that meetings can be more efficient and that we can meet deadlines. We know that leadership and strong facilitation at meetings are extremely important to outcomes. Our second strategic plan (2013-2016) was so successful we achieved Fortune Magazine's top 100 fastest growing companies in the world for 2016! Just as we envisioned we would in our 2013 work with the Collaborative Labs. ~ Michael Benstock, CEO Superior Group of Companies



"For the second consecutive year, Frank Winston Crum has successfully engaged Collaborate Labs to conduct our annual strategic planning session. In a single day, the Collaborate Labs team facilitates effective engagement

across dozens of cross functional team members to yield an updated one year and five year vision for the company. They leverage tech tools for polling, ideation, prioritization and grouping of ideas. It's astounding how much the combination of tools and effective facilitation can accelerate the formation of a business strategy. We are able to leave the session with everything we need to develop departmental goals to support overall company goals. This provides a very clear roadmap for measurable success for the short and longer term. I highly recommend Collaborate Labs to any company interested in effective and accelerated strategic planning.” – Matt Crum, Frank Winston Crum Insurance



I can't say it enough Thank you, thank you . You and your team did a phenomenal job!!!! Words can't describe the day we had – OMG!!! Never have I seen an event that ran so smooth. You and your team are like magicyou make it happen! Thanks again and I look forward to working with you and your team in the near future. Cheers...well done! ~ Pat McGhee, Florida Department of Juvenile Justice



We first used the labs in 2010 when we were struggling to create a strategic vision for our Association. By the time our work with the labs was completed, we had a vision, we had commitment, and we had the foundation of what has become a living strategic vision plan for our organization. From that plan have come initiatives that have catapulted our work and elevated our organization at the state level with decision makers. We could not have done it without the Collaborative Labs! ~ Eleanor Warmack, Florida Recreation and Park Association



You will get more productive discussion and decision-making done in a day than you will in a month of meetings in the office.~ Chris Vivian, National

Guarantee

OUR PROMISE TO YOU

Guarantees come in all shapes and sizes, but we want you to feel confident that it is our goal to make sure you reach your goals!

How will we accomplish this?

- Honor your time – We will make sure that we are efficient in our data gathering process and commit to that culminating in an engagement agenda you can't sign off on fast enough!
- Simplify your Experience – We want this to be an easy process for you. We take on all the heavy lifting in gathering data, setting the agenda, facilitating the engagement and producing the deliverables. The only thing we don't do is read the plan out to you in the end. Well ... unless you really want us to!
- Make Things Right – If by some crazy reason, your engagement does not culminate in the goals that were predetermined – we will make things right. We want you to come out of this planning with all you need to be a success!
- Privacy – Whether you are a Non-Profit or Private Sector, your information is safe with us! Your trade secrets are safe with us! Just ask anyone! Wait, don't do that – then it wouldn't be a secret!

Next Steps

HERE'S WHAT TO DO NEXT

You've read through the Statement of Work – so what's next?

Step 1: Have any questions? Feel free to give us a call or email and we will respond asap!

Step 2: If you agree to the Statement of Work, email us back and we will attach a Signature Page to start moving ahead!

Thank you and we are excited to partner
with you!

Equal Opportunity Statement

The Board of Trustees of St. Petersburg College affirms its equal opportunity policy in accordance with the provisions of the Florida Educational Equity Act and all other relevant state and federal laws, rules and regulations. The college will not discriminate on the basis of race, color, ethnicity, religion, sex, age, national origin, marital status, pregnancy, sexual orientation, gender identity, genetic information, or against any qualified individual with disabilities in its employment practices or in the admission and treatment of students. Recognizing that sexual harassment constitutes discrimination on the basis of sex and violates this Rule, the college will not tolerate such conduct.

Ready for Life Strategic Planning Retreat



Real-Time Record

May 24-25, 2022



Ready for Life

Changing Lives Beyond Foster Care



at St. Petersburg College

EXPERT FACILITATORS IN
STRATEGIC COLLABORATION

Executive Summary

READY FOR LIFE'S 2025 VISION

**RFL: Organization of the Year!
Former Foster Youth ARE Ready for Life!
RFL Hope Campus Transforms 5,000 Lives**

RFL'S 3-YEAR BOLD GOALS & STRATEGIES

GOAL 1: Foster Care Cycle Broken! Homelessness down, graduations up, employment booming, incarcerations reduced, self-esteem soaring...all because of RFL's individualized approach to developing successful outcomes for former foster care youth, resulting in every young adult at Ready for Life with a place to lay their head at night and someone who cares they are alive.

- **STRATEGY 1: Improved Mental Health services for our youth**
- **STRATEGY 2: Greater understanding & utilization for all RFL programs**
- **STRATEGY 3: Increased success rates for current & former foster youth by obtaining & maintaining safe and stable housing, health services, diploma/GED and beyond (post-secondary education), and job placement through RFL programming**

GOAL 2: Ready for Life successfully grows partnerships with youth and supporters by developing a world-class strategic marketing plan!

- **STRATEGY 1: Develop and implement a strategic, long-term plan including Marketing, Fundraising, Community Development, and Programming**
- **STRATEGY 2: Increased community awareness and support by building brand recognition**
- **STRATEGY 3: Strengthen and diversify funding plan with a focus on operational and long-term sustainability.**

GOAL 3: Ready for Life captures the heart of their community through strong leadership, staff, volunteers, and partnerships and by nimbly connecting resources to the needs of those being served for over 15 years.

- **STRATEGY 1: Build and engage a strong, active, diverse board and advisory council.**
- **STRATEGY 2: Assess RFL organizational structure to determine internal human capital capacity to carry out our mission.**
- **STRATEGY 3: Identify and expand community partners and relationships by engaging outside of our immediate community. Be a part of the Bigger World.**

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Agenda

Day 1

-
- 9:00-9:30 Warm-up Activity – Celebrate our Strengths/Successes**
Grab breakfast and find a seat. As the group gathers, please add a success or strength to one of **Ready for Life Successes/Strengths** boards at the front of the room.
-
- 9:30-10:00 Welcome & Session Objectives**
- Welcome: **Kathy Mize, CEO, and Ken Beattie, Chair, RFL Board of Directors**
 - Session Objectives & Sharing Strengths/Successes – Tina Fischer, Collaborative Labs
-
- 10:00-10:45 All About Ready for Life!**
RFL History to Present, Board Report of Staff Updates – **Kathy Mize, CEO**
-
- 10:45-12:30 Envision Our Ideal 2025 Future (Vision & Goals)**
Participants will work in teams to define our **Ideal Vision** as a main headline of the magazine cover. Next, teams will identify **three supporting “sub-headlines”** in the following strategic focus areas:
- **Programming including Youth Voices, Housing** – How do we hone in on what’s working/not working and what are our critical needs?
 - **Fund Development, Marketing & Public Relations** – Strengthen our development, marketing & PR: how do we tell our story to bring more funders to RFL, future of endowment plans, grants, corporations and major gifts, what is the most successful and do we have the resources to make this happen?
 - **Board Committees, Advisory Council and Board** – Current committees (executive, finance, programs, fund development, public relations/social media); How can we get more community members and advisory council members engaged in those committees?
- We will reconvene as a full group to see the **Magazine Covers for each Team!** Next, we will vote and reach consensus on our 3-Year Vision.
-
- 12:30-1:00 Lunch Break**
-
- 1:00-3:00 Prioritize our Success Strategies to Achieve our 3-Year Vision and Goals**
Working in teams, participants will brainstorm and prioritize **Strategies** to achieve the 3-year Goal for each Strategic Focus Area:
-

- **Programming including Youth Voices, Housing**
- **Fund Development, Marketing & Public Relations**
- **Board Committees, Advisory Council, and Board**

We will pause for team reports and will take a poll to prioritize our **Top Strategies for each focus area goal**. (Recommend no more than 2-3 Strategies per goal)

3:00-3:15

Call to Action

How can we collectively and individually best support RFL and what are our next steps?

3:15-3:30

Visual Illustration / Next Steps / Closing Remarks**Day 2**

9:00-9:15

Warm-up Activity – Day 1 Highlights

Grab breakfast and find a seat. As the group gathers, please add a **Day 1 Highlight** to one of boards at the front of the room.

9:15-9:45

Welcome & Recap Day 1

- Welcome: **Kathy Mize, CEO, and Ken Beattie, Chair, RFL Board of Directors**
- Session Objectives & Sharing Day 1 Highlights – Tina Fischer, Collaborative Labs

9:45-10:15

The Future of our RFL Board – How Do We Want to Grow?

In teams, we will consider the strengths of current board members, identify any gaps/needs/opportunities, and brainstorm candidates to become a “friend of RFL” – those who could potentially join a RFL committee or become a board member.

Consider desired skillsets, talents, age, diversity, capabilities, and connectivity within our community.

10:15-11:30

Develop Our 1-year Action Plan with Q1, 6-month and 1-year Actions

In round robin style, we will deploy into teams and develop our 1-year Action Plan that will include Quarter 1, 6-month and 1-year Actions with Champions, Resources Needed, Success Metrics and Timeline.

11:30-11:55

Board Development Commitment

What is our commitment as a Board member?

11:55-12:00

Wrap-up / Thank You

Welcome



Kathy Mize, CEO: Thank you for coming out this morning. Ready for Life would not be where we are today without our amazing community. I would like to thank Bud Risser, Gerry Hogan, and David Fischer; without them Ready for Life would not be here at all. Tina is the daughter-in-law of David Fischer, so we have come full circle with her as our facilitator. I am excited to be here to talk about how far we've come and look to the future.



Ken Beattie, Chair, RFL Board of Directors: Thank you for coming today. I look forward to the future. We have big plans and hopefully we can pave the way today.



Tina Fischer, Facilitator, Collaborative Labs: Welcome to Collaborative Labs! Ready for Life is near and dear to me. I would like to introduce my team supporting you today: Karin is documenting the meeting, PJ is our technical guru, and Jonathan is our visual illustrator.

Tuesday's Agenda

Celebrate RFL's Strengths and Successes

All About Ready for Life!
RFL History to Present, Board Report of Staff Updates

Envision our Ideal 2025 Future (Vision & Goals)
What does success look like for RFL in 3 years?

- Programming including Youth Voices, Housing
- Fund Development, Marketing & Public Relations
- Board Committees, Advisory Council, and Board

Prioritize our Success Strategies
What paths can we build from our current state to reach our desired goals in 2025?

Visual Illustration / Closing Remarks / Thank You

Lunch :)

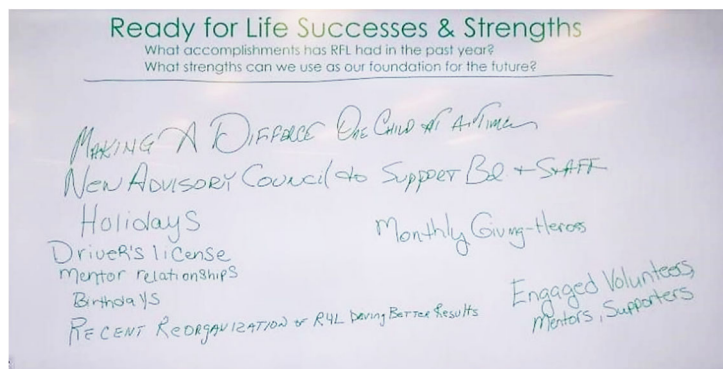
Tina: Today, we are going to celebrate Ready for Life's strengths and successes, hear an overview of Ready for Life, envision our ideal 2025 future in three focus areas: Programming; Fund Development, and Board & Committees/Advisory Council. We will prioritize our success strategies, have our visual illustration presentation, and close for the day. Some of you are only here for the visioning session and we appreciate any time you can give.



Strengths and Successes

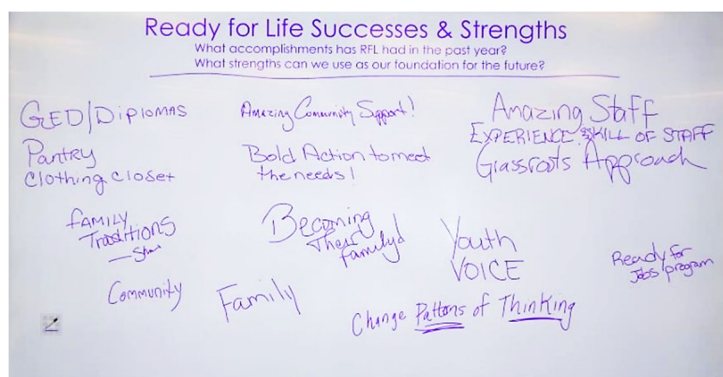
Prior to the engagement, participants added strengths and successes to the digital whiteboards.





Strengths/Successes 1

- Making a difference one child at a time
- New advisory council to support board & staff
- Holidays
- Driver's license
- Mentor relationships
- Birthdays
- Recent reorganization of R4L driving better results
- Monthly giving – heroes
- Engaged volunteers, mentors, supporters



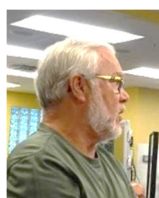
Strengths/Successes 2

- GED/Diplomas
- Pantry
- Clothing closet
- Family traditions
- Community
- Family
- Amazing community support
- Bold action to meet the needs!
- Becoming their family!
- Change patterns of thinking
- Amazing staff
- Experience & skill of staff
- Grassroots approach
- Youth voice
- Ready for Jobs program

Tina: Let's talk about Ready for Life's successes.



Mike Brown, Advisory Council, Santa's Angels: I wrote, "making a difference one child at a time."



Kelly Mione, Tutor/Mentor: The advisory council gives forward looking ideas to staff.



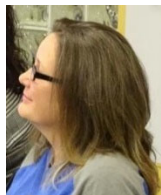
Falana Shannon, Youth Specialist: I added holidays, driver's license, mentor relationships, and birthdays.



Carla Mattern, Director of Development: We started a monthly giving program two years ago; we have 69 donors and bring in \$7,000 per month.



Glen Gomer, Former Mentor/Advisory Council: We went through a recent reorganization going from small to bigger. We are navigating the way to use resources more efficiently.



Michelle Walag, Vice-President of Strategic Planning: We have engaged volunteers, bold actions to meet needs, family, community, and youth voice. We can be nimble and solve problems before they become big.

Falana: I also wrote GED and diplomas, pantry, and clothing closet.

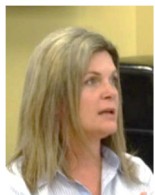


Shadai Simmons, Family Coordinator: Family traditions are very important.

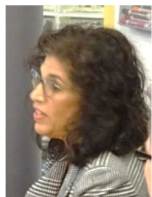
Kathy: We have amazing community support.



Mike Forster, Director of Youth Programs: We have an amazing staff with a strong commitment to the organization.



Ann Gottlieb, Advisory Council/Mentor: We are a grassroots organization; if it needs to happen, we get it done.



Yvette Bean, Board Member/Mentor: A child's brain continues to develop until 25 to 30 years of age, and we change their way of thinking to be contributors to society.

Shelby Davis, Administrative Assistant: The Ready for Jobs program, including dressing for interviews and resume help.



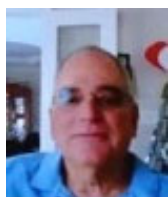
Melissa Hill, Board Member/Mentor: Experience and skill of staff, including life experiences, and good people skills.



Janet Wadell, Pinellas Park Rotary Club: This group has become their family.



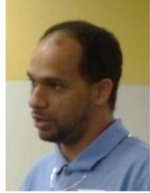
Tina: Laurie Hill is our Collaborative Labs Branding and Business Development Officer and can help you out if you are interested in engaging Collaborative Labs in the future. She is also leading the online participants today.



Michael Ross, Advisory Council/Mentor: Agility and responsiveness to needs, for example, gas gift cards in response to increase of gasoline prices.



Therese Kienast, Community Partner: The staff and their commitment to service, the community, and kids.



Nathan Johnson, Youth Specialist: I was once a foster youth and have come full circle and give guidance to young guys.



Nathan Thomas, Advisory Council: I play basketball professionally and want to show kids that anything is possible.



Scott Clendening, Advisory Council: We are delivering the basic need of love.

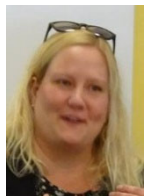


Mary Pat McLain, Board Member/Mentor: I believe in the mentoring program; it makes a difference that they have a person they can call when they need something.



Bud Risser, Founder/Board Member: When we started, we didn't know what the legacy would be and now we have a large legacy. We are breaking the cycle of foster care. *Applause.*

David Kline, Rotary Club of Indian Rocks Beach: Prior to Ready for Life, I knew nothing about what happened to foster care children. We are the lifeline to kids that are in need of something.



Maria Jannson, Data Coordinator: I collect data and do administrative tasks.



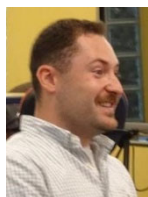
Fawn Moore, Chief Innovation Officer: I have seen the difference that this agency has made over the years. We are excited about changing the trajectory of the youth that age out.



Jamelle Connor, St. Petersburg College, Advisory Council: We work with youth coming into the college.

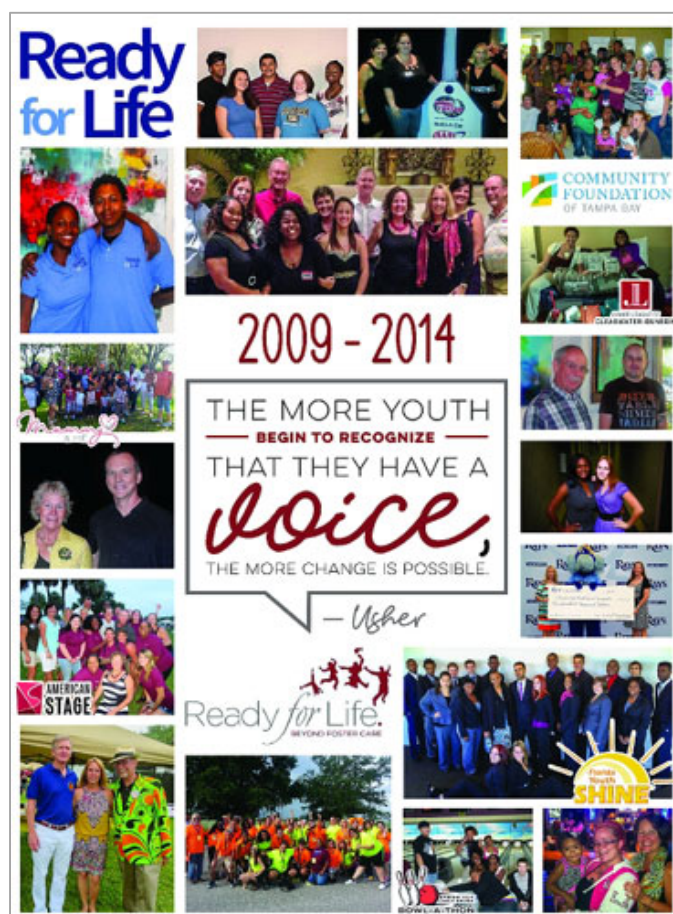


Terry Farner, Kingfish Suncoast Classic: We sought Ready for Life out as our charity. We get help for our events and youth are involved and we donate what we have left after the tournaments. This is local and that is important to me.



Jake Ray, Case Manager, Public Defenders Office: I am new and figuring this all out but am excited to work with this organization.

All About Ready for Life





Kathy: We had our ten-year anniversary luncheon and looked back where we started. Our first five years (2009-2014) were about building a foundation. We had 18-year-olds aging out of the foster care system and being put out to survive on their own. David Fischer was aware that Tampa had something addressing this need and we needed something on this side of the bay. Bud Risser and Gerry Hogan were handpicked and accepted the challenge. I was at Help a Child (now Suncoast Center) and Bud and Gerry talked to me, and we felt like it was time to do something for these kids. Kids aren't ready to be out on their own at the age of eighteen.

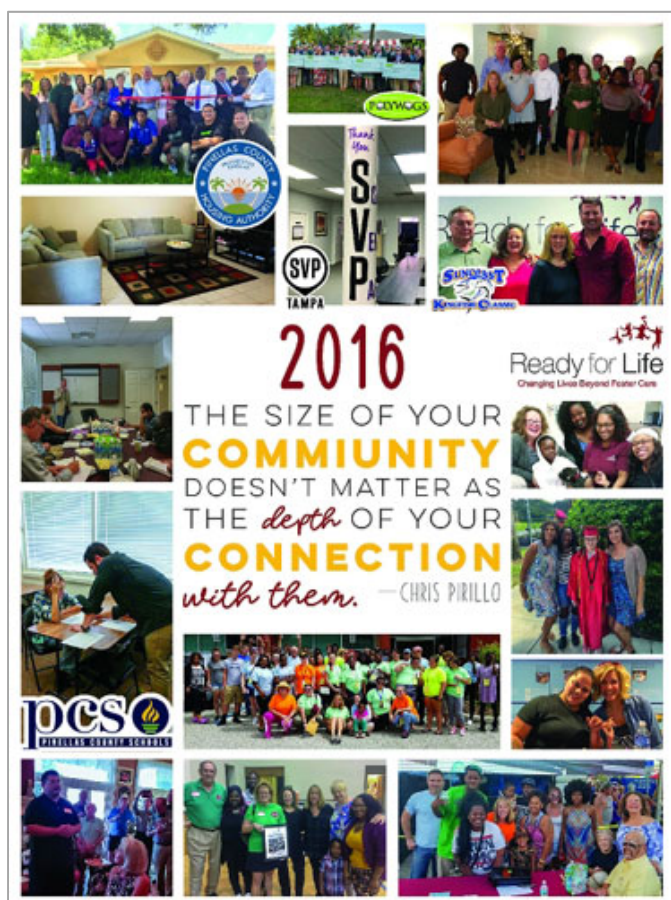
We came up with a name and had a small board and we decided **the youth voice will guide us in everything we do**. We think we know what they need so it is important to ask those we serve. We held focus group after focus group. Shortly after the holidays, we asked kids what they know now that they wished they knew then. They said that they wished they knew how it would feel to spend their first Thanksgiving and Christmas alone. That was impactful for us.

We developed a youth council, and we got a bill passed called the "Normalcy Bill" so that kids could do things like spend the night at a friend's house and get a driver's license. We decided to stay small, mobile, and be grassroots advocacy driven. We wanted to be able to make decisions quickly and we formed committees around the aspects you mentioned this morning. We have young adults sit on all the committees and have the agencies needed to connect the dots. When I was hired, they told me I would never have to fundraise again. That lasted about a month! *Laughter*. We developed partnerships, such as with PSTA with the bus pass program.



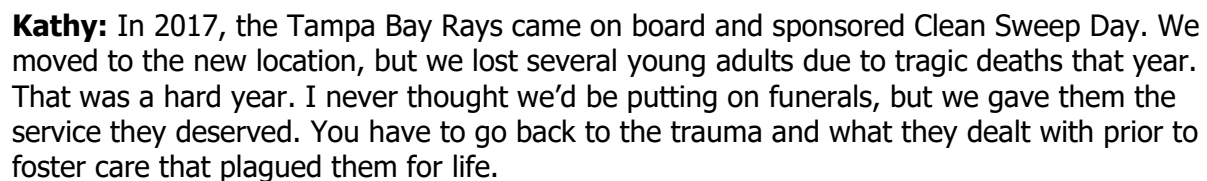
Kathy: We have some young adults who have been with us for a long time. We hired young adults from day one who had been in the system. We had some great partners, such as Ribfest and the Northeast Exchange Club. We realized we needed family traditions because we were their family. We did Thanksgiving and Christmas with all-donated food. Bob and Kay Dillinger started a closet with brand-new clothes for jobs.

We started a mentorship program to give the young adults a person who cares about them. The mentor program is the heart of what we do. Mary Pat came to me and said she couldn't be a mentor because they would judge her for what she had. I told her they probably think you will judge them for what they don't have. I urge you to consider being a mentor; those who have a mentor are far more successful than those who do not. We started being a service provider at that point.



Kathy: The majority of those we served had dropped out of school. Many were too old to go back to school to get their diploma. They went to get their GED but were unsuccessful. We needed a teacher who knew how to reach these students. We went to Pinellas County Schools and asked for our own mentor to work in our office and help the students.

We had so many homeless kids sleeping in cars. We didn't want to get into housing because there are agencies for that. Then we got a call about a house that was donated for our use. We called it the Hope House and it could hold six or seven young men. We had 25-30 young men live there while we had it. We learned a lot from the experience. It fit a need at the time and more housing opportunities opened and we decided to no longer be in housing.





Kathy: We started the Ready for Work program to get the kids prepared for employment. We took them to Bealls to go shopping for a work outfit. We partnered with the Stavros Institute and the Pinellas Education Foundation, which was our employment boot camp. There were companies there ready to hire. We had two young men join the army, which it can be difficult due to their background and education.

We all got hit with Covid and we had time to strengthen our Ready for Work program. We have a partnership with BayCare called Ready for Health. They brought us a health navigator to help the young adults figure out wellness care. We started seeing a need for kids needing a tooth pulled and we were able to connect them with dental care.

I am proud of our staff and board for pivoting and having our classes online. We would take food to them in an emergency. Our youth specialists worked tirelessly. We still offer a lot virtually. We are now by appointment only, which is much more structured and personalized.

The trauma-informed care piece is so important. Getting to the root of the issues a big part of what we do. Bob Dillinger saw mental health as an issue in Pinellas County and got a full-time therapist for Ready for Life. That gave our young adults a person to see and they could get their dignity back along with a shower and meal. Jake is now with us as a case manager.

We have 210 children of those who have aged out and they are not in foster care. *Applause.* Imagine if we can keep them from going into foster care. I hope we will no longer need Ready for Life in 30 or 40 years. We have a huge alumni group, some that continue to be served and some that want to give back. We won't shut our door on them based on age. *Applause.*

Our Ideal 2025 Future (Vision & Goals)



Tina: We are now going into 2025 and will create one overarching goal for each focus area. Our magazine cover activity will help you come up with your goals.



Tina: To illustrate our strategic planning terminology, let us consider an example where we want to cross over a valley and get to the other side. Our Goal is to get to the other side of the valley, building the bridge is our Strategy, and adding planks to the bridge are our tactics.



OUR 3 FOCUS AREAS

Programming including Youth Voices, Housing
How do we hone in on what's working/not working and what are our critical needs?

Fund Development, Marketing & Public Relations
Strengthen our development, marketing & PR: how do we tell our story to bring more funders to RFL, future of endowment plans, grants, corporations and major gifts, what is the most successful and do we have the resources to make this happen?

Board Committees, Advisory Council, & Board
Current committees (executive, finance, programs, fund development, public relations/social media); How can we get more community members and advisory council members engaged in those committees?

We will showcase Goals RFL has achieved in these areas in 2025!

Kathy: We went from two consultants to the staff we have now and added Michelle who helped bring mentoring here. We stayed true to our model of staying private. We have a \$900,000 per year budget and we brought on a director of development. Karla has led those efforts to get us money and we are more structured now.

As we look at moving forward, that is a large budget to raise each year and we have volunteers to train. We do a lot of programs and there are huge needs. Our success rate with post-secondary education outpaces the national average. We have a board of twelve and an advisory council. These are the three areas to look at strengthening and moving forward in.

Goals, Strategies, Tactics, Oh my!

What is a GOAL?

GOAL
Goal: An observable and measurable end result achieved within a specific timeframe.

Not a Strategy...
Strategy: A method or plan chosen to bring about a desired future, such as achieving a goal.

What does success look like if we accomplished all of our strategies?

Tina: We are going to create an overarching goal in each area using the analogy of visualizing Ready for Life's success on the cover of a magazine. You may reach your goals by identifying some strategies first.



Tina explained how to use the template to create magazine covers and the participants deployed into teams.

Team 1	Team 2	Team 3	Team 4	Virtual Team 5
Ken Beattie Jamelle Conner Anne Gottlieb Jake Ray Nathan Thomas Janet Wadell Michelle Walag Taylor Williams	Yvette Bean Scott Clendening Nate Johnson Mary Pat McLain Kelly Mione Kathy Mize Rick Walker	Terry Farner Melissa Hill Maria Jansson David Kline Carla Mattern Fawn Moore Shadai Simmons	Mike Brown Shelby Davis Michael Forster Glenn Gomer Gary Lafferty Sara (Sally) McLane-Evans Bud Risser Falana Shannon	Virtual Facilitator: Laurie Hill Therese Kienast Starlyn Fikkert Michael Ross Richard Walker Margaret Martin Ben Coughanour Amanda Vanlaningham

Team Reports

Team 1



Florida Trend

RFL Hope Campus Transforms 5,000 Lives



Every young adult at Ready for Life has a place to lay their head at night and has someone who cares they are alive



Ready for Life successfully grows partnerships with youth and supporters by developing a world-class strategic marketing plan



Nimbly connecting resources to the needs of those being served for over 15 years by leveraging the talents of a diverse board, advisory council, volunteers and staff

Nathan Thomas read the team's goals.

Likes: 5,000 lives transformed, identify the ways resources are connected, a place to lay their head meets the need of housing.

Brainstorming Notes

Programming including Youth Voices, Housing


1. Housing – need a bed for every person. 82% of 18 – 25 young adults are homeless
2. Mental Health services – in-office counselor available to young adults at all times.
3. Helping young adults understand the benefit of the program – mentoring, mental health counseling, tutoring, cooking with Kate, financial literacy, Opportunity Passport
4. Incentive program

Fund Development, Marketing & Public Relations

1. Strategic Marketing plan - long-term and annual
 1. Leverage the advisory council members
 2. Policies and procedures manual
 3. Public Relations committee – events, outreach campaigns
2. Planned Giving Program – work closely with development department and the board


Board Committees, Advisory Council, and Board

1. Build a board with more diversity
2. Leveraging skill sets of the advisory council members
3. Nimbly connecting resources to the needs of those being served

Team 2


The Greatest Legacy Ever Told By Those Who Lived It

Homelessness down, graduations up,
employment booming, incarcerations
reduced, self esteem soaring...
Foster Care Cycle Broken



Ready for Life, Inc. is recognized for
leading the way with a model
helping foster youth become
successful adults.

Ready for Life captures the heart of
their community through strong
leadership, staff, volunteers, and
partnerships.



Scott Clendening read the team's goals.

Team 3

Fawn Moore read the team's goals.


Likes: *Used our name in the title, asked a question to make people think, individualized approach.*

Brainstorming Notes**Programming including Youth Voices, Housing**


1. Every former foster youth is heard and have housing options
2. Individualized holistic approach to developing successful personal outcomes for former foster care youth

Fund Development, Marketing & Public Relations


1. Ready for Life has created the standard for transitioning the lives of former foster youth
2. Thanks to our community,



Former Foster Youth ARE Ready for Life!



Individualized approach to developing successful outcomes for former foster care youth.



Thanks to our community, Ready for Life has positively changed the trajectory for former foster youth.

Do you want to change lives? Ready for Life has found a solution with your support!

Ready for Life has positively changed the trajectory for former foster youth Sub-headline

Board Committees, Advisory Council, and Board

1. Through the youth voice our entire organization
2. Want to change lives? Ready for Life has found a way!

Team 4

TIME

RFL: Organization of The Year



RFL Homelessness reduced with innovative ways for housing our youth



RFL improves corporate support by building brand awareness.



Youth Advisory Board adds Alumni members

Mike Forster read the team's goals.

Likes: Organization of the year, addition of alumni members, building brand awareness.

Brainstorming Notes

Programming including Youth Voices, Housing

1. We reduced the number of homelessness with innovative ways for housing our youth

Fund Development, Marketing & Public Relations

1. Ready for Life partners with many high corporations to fund them for the existing years to come, in turn raising awareness nationwide.

2. Ready For Life improves corporate support by building brand awareness

Team 5

Florida Trend

Ready for Life sets the standard for Foster Youth Success!

Huge success rate growth in youth receiving diploma/GED, job placement and "Homeless to Housed" through RFL programming.

Astounding facts are distributed to a wider population through outreach efforts with an emphasis on social media and one-to-one communications. Local charity converts every \$1 in donations to \$2 in benefits for youth and programming.

Board forms a strong committee to produce 10 qualified mentors annually and Board schedules successful quarterly meetings with RSS to improve best practices.

Ben Coughanour read the team's goals.

Likes: *Every one dollar raised results in two dollars in benefits, homeless to house.*

Brainstorming Notes

Programming including Youth Voices, Housing

1. Continued increase in youth who received their diploma/GED from the year 2022 in RFL program.
2. 95% success rate for youth in job incentive and placement programming.
3. Homeless rate reduced for youth in RFL program - Homeless to Housed.
*Over 50 apartments provided for local youth in need.
4. RFL able to support younger youth to create future success!

Fund Development, Marketing & Public Relations

1. Astounding facts are distributed to a wider population through outreach efforts!
2. Focused social media leads to increased support through meeting our new RFL mascot. (Teddy) *Not paid advertising / but SEO
3. Local charity converts every \$1 in donations to \$2 in benefits for youth and programming. *Add into Charity Navigator

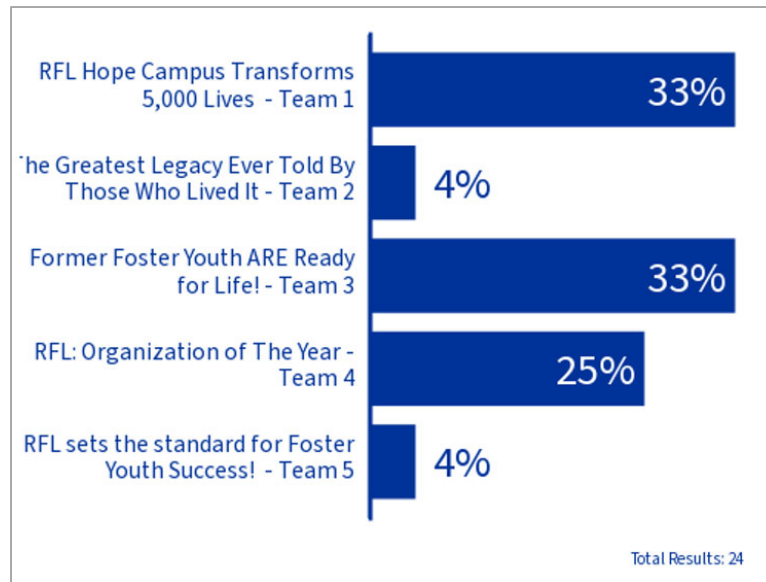
Board Committees, Advisory Council, and Board

1. Board forms a strong committee to produce 10 qualified mentors annually *Annual mentor drive
2. Board schedules successful quarterly meetings with RSS to improve best practices.
*Better data to foresee future youth needs

Top Goals

Tina: PJ has captured all of the headlines and put them in a poll so you can vote on the top goals using our polling software with your phones.

Top Vision

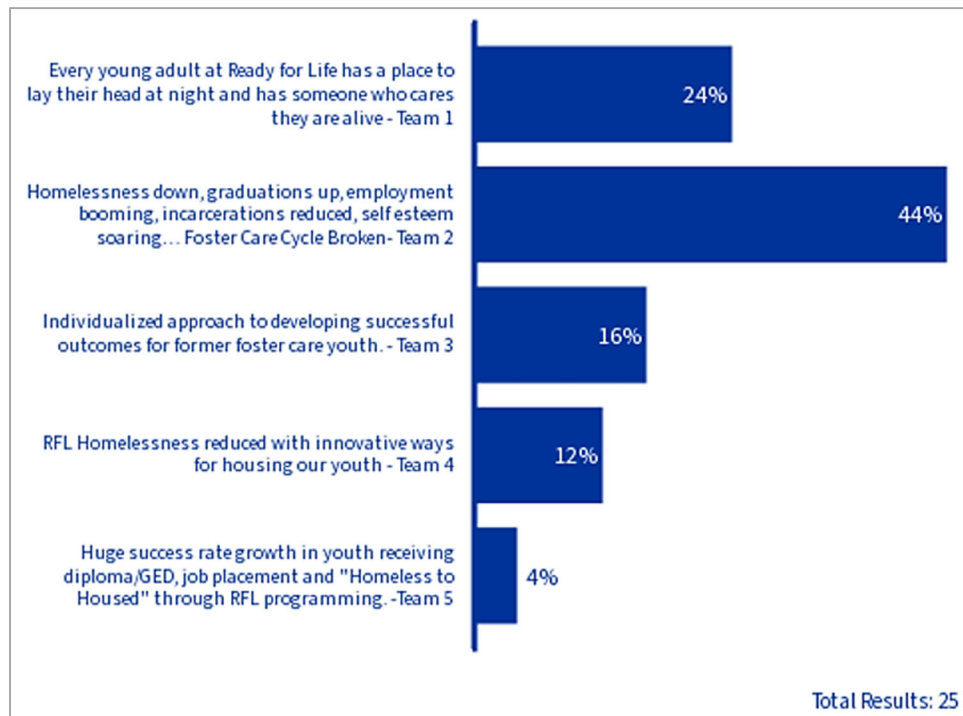


The top three were carried forward as the vision for 2025.

Top 2025 Vision
<ul style="list-style-type: none"> • Former Foster Youth ARE Ready for Life! • Ready for Life Hope Campus Transforms 5,000 Lives • RFL: Organization of The Year

Tina: This is your vision that you can keep front and center internally to help you know where you are headed for 2025.

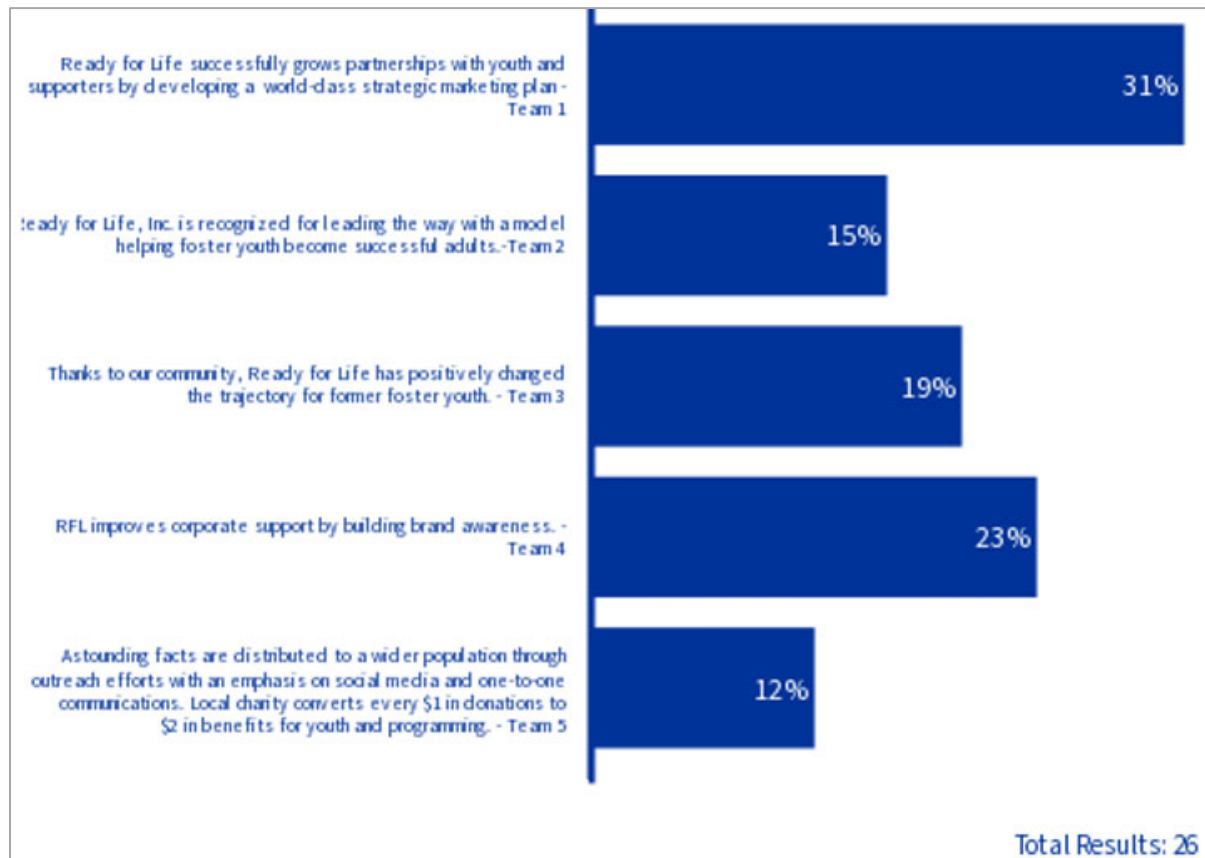
Programming



Elements from top three were combined.

Programming Goal
<ul style="list-style-type: none"> Foster Care Cycle Broken! Homelessness down, graduations up, employment booming, incarcerations reduced, self-esteem soaring...all because of RFL's individualized approach to developing successful outcomes for former foster care youth, resulting in every young adult at Ready for Life with a place to lay their head at night and someone who cares they are alive.

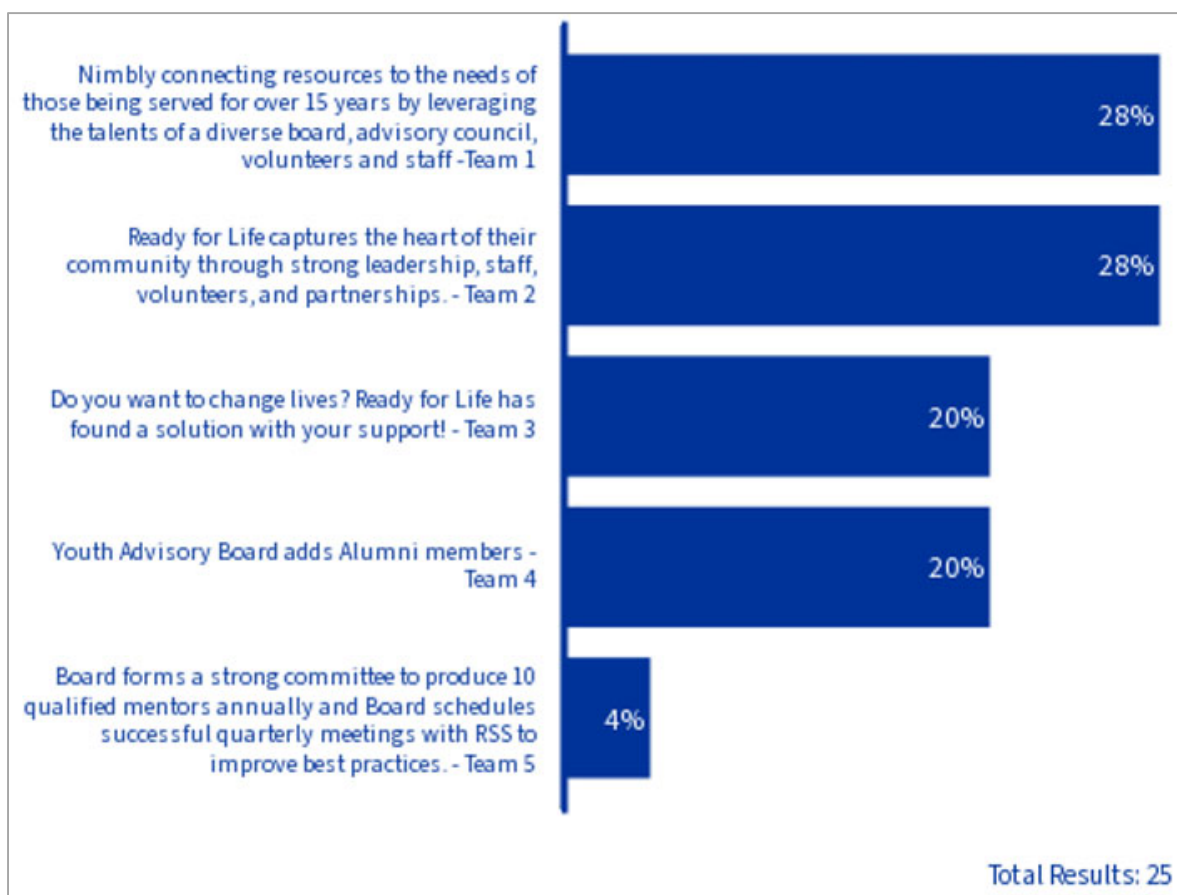
Fund Development, Marketing, and Public Relations



Development/Marketing Goal

- **Ready for Life successfully grows partnerships with youth and supporters by developing a world-class strategic marketing plan!**

Board Committees, Advisory Council, and Board



Elements from all goals were combined into the goal below.

Committees, Advisory Council, & Board Goal
<ul style="list-style-type: none"> • Ready for Life captures the heart of their community through strong leadership, staff, volunteers, and partnerships and by nimbly connecting resources to the needs of those being served for over 15 years.

Tina: This wraps up our visioning session. For those of you leaving at this time, thank you so much for joining us today!

Prioritizing Our Success Strategies



Tina: A strategy is how you are going to accomplish something. It is not a tactic, which is a detailed action to carry out the strategy. Our objective is to create two to three strategies under each goal.

Tina walked through the brainstorming software used and participants broke into three teams.

Programming including Youth Voices, Housing



Team 1



Team 2



Team 3

Top ideas/strategies

- Mental Health services – Establish an in-office counselor who is available to young adults at all times.
- Help young adults understand the benefits of the program – mentoring, mental health counseling, tutoring, cooking with Kate, financial literacy, Opportunity Passport
- Create an incentive program for young adults to understand the benefits of the program
- Reduce the number of homelessness by finding innovative ways for housing our youth
- To increase the success rate for current & former foster youth receiving health services, diploma/GED, job placement and "Homeless to Housed" through RFL programming
- Create individualized intakes/assessments to identify goals and programs needed as well as incentives.
- Increase success rate of long-term mentor matches.
- RFL team activities (i.e., book club, concert club, dining club, sports club, etc.) to improve mental health services

Remaining strategies

- Housing – Need a bed for every person. *Over 50 apartments provided for local youth in need. 82% of 18 – 25 young adults are homeless
- Focus on continued increase in youth to receive their diploma/GED
- 95% success rate for youth in job incentive and placement programming.
- Support younger youth to create future success

Similar strategies were combined, and tactics were identified.

Top Programming Strategies
<ul style="list-style-type: none"> • Improved mental health services for our youth • Greater understanding & utilization for all RFL programs • Increased success rates for current & former foster youth by obtaining & maintaining safe and stable housing, health services, diploma/GED and beyond (post-secondary education), and job placement through RFL programming

Fund Development, Marketing & Public Relations



Team 1



Team 2



Team 3

Top ideas/strategies

- Develop and implement a strategic, long-term plan including Marketing, Fundraising, Community Development, and Programming
TACTIC 1: Leverage relationships, expertise and dedication of the BOD, Staff, Advisory Counsel, donors, companies, volunteers, and community partners
TACTIC 2: Policies and procedures manual
TACTIC 3: Public Relations committee – events, outreach campaigns
- Increase community support by building brand awareness
- Expand our fundraising to include a Planned Giving and Endowment Programs – work closely with development department and the board
- Focused social media presence leading to increased awareness and support
- Share the RFL story to a wider population through outreach efforts with an emphasis on social media and one-to-one
TACTIC: Expand who is willing to post on their social media. (Facebook, Instagram, Twitter, LinkedIn, & Tik-Tok)
- Develop creative, new, and innovative ways to increase funding and resources
- Engage community marketing experts in conducting market and data analysis to increase and enhance brand awareness

- Strengthen and diversify funding plan with a focus on operational and long-term sustainability.

Remaining strategies

- Define the standards for transitioning the lives of former foster youth.
- Local charity converts every \$1 in donations to \$2 in benefits for youth and programming. *Add into Charity Navigator

Similar strategies were combined, and tactics were identified.

Top Fund Development, Marketing, & Public Relations Strategies

- **Develop and implement a strategic, long-term plan including Marketing, Fundraising, Community Development, and Programming**
- **Increased community awareness and support by building brand recognition**
- **Strengthen and diversify funding plan with a focus on operational and long-term sustainability.**

Board Committees, Advisory Council, and Board



Team 1



Team 2



Team 3

Top ideas/strategies

- Leverage the talents of a diverse board, advisory council, volunteers, and staff
- Build a strong, active, diverse board.
TACTIC: Diversity of: Industry, social service organizations, race, age, socioeconomic status, gender, background experiences, etc.
- Leveraging skill sets of the advisory council members, board, and volunteers/mentors.
- Youth voice represented on the board, advisory council, and all committees
- Assess our organizational structure to determine internal human capital capacity to carry out our mission.
- Create a Youth Advisory Council. Add a youth to the (adult) Advisory Council. Both councils provide recommendations to the Board.
- Identify and expand community partners and relationships by engaging outside of our immediate community.
- Formalized appreciation for our volunteers.

Remaining strategies

- Nimble connect resources to the needs of those being served
- Annual mentor drive results in RFL Board forming a strong committee to produce 10 qualified mentors annually
- Board schedules successful quarterly meetings with FSS to improve best practices.
*Better data to foresee future youth needs

Kathy: We need to ask ourselves if we have the staff and resources to carry out our mission.



Michelle: We can go outside of the community of care for ideas and resources.

Fawn: Community partners could include teen-centric agencies that have our target population.

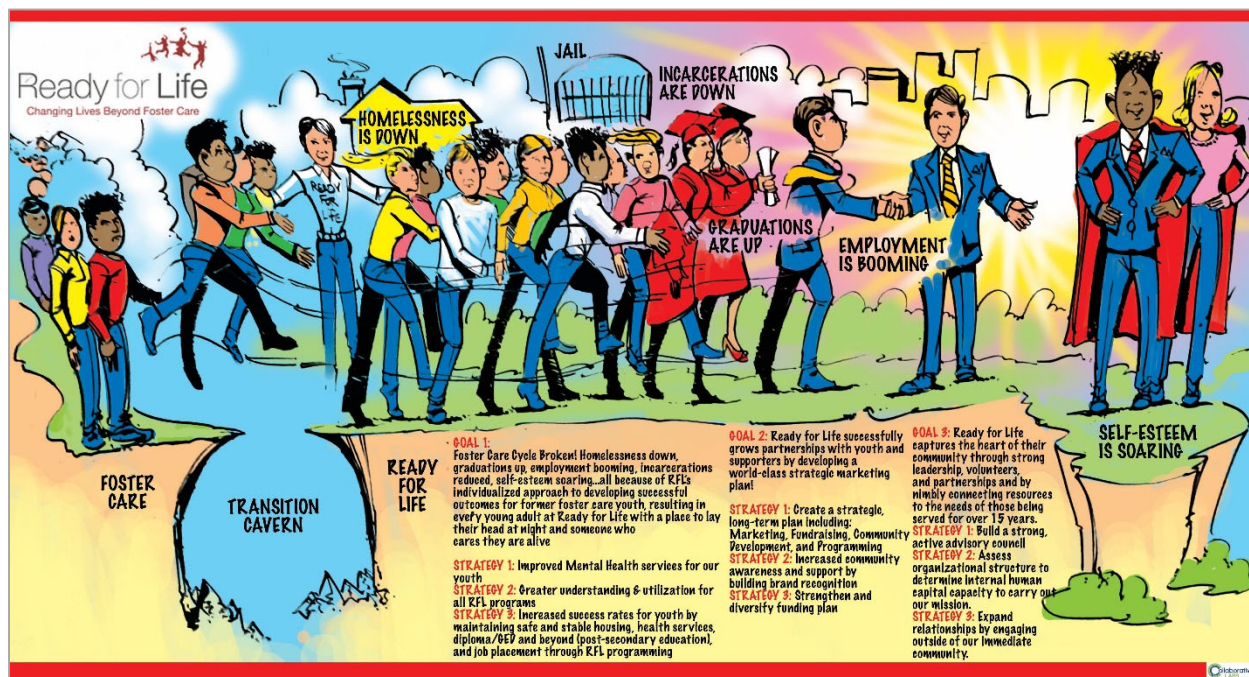
Similar strategies were combined, and tactics were identified.

Top Board Committees, Advisory Council, and Board Strategies

- **Build and engage a strong, active, diverse board and advisory council.**
- **Assess RFL organizational structure to determine internal human capital capacity to carry out our mission.**
- **Identify and expand community partners and relationships by engaging outside of our immediate community. Be a part of the Bigger World.**



Vision Mural



Jonathan Massie, Business Illustrator, Collaborative Labs: We have a concept that shows transition from foster care. The cavern represents indecision and not knowing what the future holds. Ready for Life is there to help them make the transition. Working with Ready for Life, there will be less homelessness and incarcerations and more graduation and opportunities for employment. The result is better citizens with rising self-esteem. The goals and strategies are around the

visual.

Comments: Like the mystery captured in the beginning. Ready for Life is right there in the middle guiding the individuals.

Tina: This image will be yours to do whatever you like. Some clients have used their illustration to create thank you cards and others have printed it to display on their walls so the goals are front and center.



Day 1 Wrap-up

Tina: For our last activity, what is one word that describes the day?

- Expansive
- Inspiring what amazing staff we appreciate you
- Everlasting
- Change
- Memorable
- Progressive
- Informative
- Powerful
- Inspiring
- Collaborative
- Teamwork
- Sweeping
- Productive
- Unity
- Clarity
- Innovative

Tina: Your team has been so engaging and I thank you for all your work today.

Kathy: Thank you for being engaged today and we'll see you tomorrow.



Day 2 Welcome

Wednesday's Agenda

Read
Changing Lives

Share Day 1 Highlights

The Future of our RLF Board – How Do We Want to Grow?

Review Current Board Strengths, Identify Gaps/Needs, Brainstorm Candidates to be “Friends of RFL”

Develop Our 1-year Action Plan with Q1, 6-months and 1-year Actions

Our Next Actions with Champions, Resources Needed, Success Metrics and Timeline

Board Development Commitments

Wrap-up / Thank You



Tina: Welcome back! We are going to talk about the future of the board and develop our one-year action plan. You will also have a chance to tweak our strategies and goals if you like.



Tina: What stood out for you from yesterday?

Michelle: I loved the collaboration.



Melissa: It energized everyone.



Mary Pat: You could see how far we have come and where we can go. We are a more mature organization.

Michelle: We are on the same page and have good synergy. People see the challenges.

Bud: This is the first time that people were throwing out suggestions faster than I could absorb them.



The Future of our Ready for Life Board



Tina: We have board and staff here today and this is a good opportunity to think about your strengths.

TEAM ACTIVITY: Growing Our Board

Ready for Life
Changing Lives Beyond Foster Care

XLeap.
Using our Brainstorming Software

Current Board Member Strengths
ENTER 0

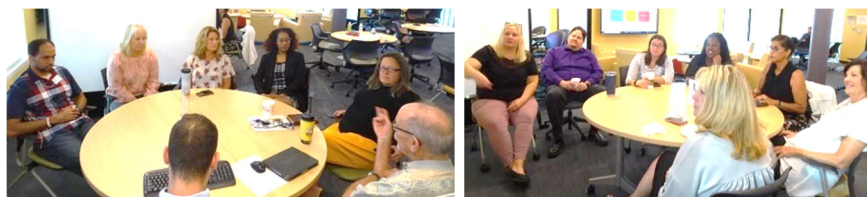
Identify Board Gaps/Needs/Opportunities
ENTER 0

Brainstorm Candidates to be "Friends of RFL"
ENTER 0

Consider desired skillsets, talents, age, diversity, capabilities, and connectivity within our community.

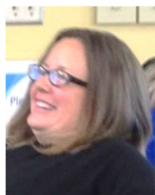
Tina: In groups, you will discuss the current board strengths, figure out if there are any opportunities that are outside this room, and if there are friends you can expose to Ready for Life.

Tina walked through the brainstorming software and participants broke into two teams.

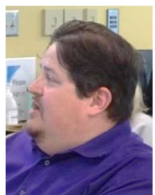


Current Board Strengths

- Business owners/Entrepreneurs
- Lawyer
- Finance/Bankers
- Community advocates
- Marketing/Advertising)
- Fundraisers
- Political/Juvenile Justice
- Passion for the mission
- Committed board
- Diversity of skill sets and vocational backgrounds; more time available; staples in community; creative; years of managing business experience; other non-profit experience; governance experience



Michelle (Team 1 Spokesperson): We have diverse skill sets and backgrounds with time to volunteer, we have staples in the community, creative board members, and those with nonprofit and business and governance experience.



Michael (Team 2 Spokesperson): We have business owners, lawyers, bankers, community advocates, fundraisers, and those in the political/justice system, and they are passionate and committed.

Gaps/Needs

- Active Board Members
- Need more committed members
- Accounting
- More Youth Voice
- Structured expectations on the board
- PR/Media
- More age diversity
- Diversity
- Better attendance
- Governance procedures and training
- New member orientation
- Formalizing terms and commitments on the board
- Mentorship for new members
- Accountability
- Trial period for new board member or attend a minimum number of meetings to determine if it's a good fit.
- More board member engagement at RFL youth & staff events

- Inclusive
- Certain number of volunteer hours during first year and ongoing commitment through involvement
- More time spent in team building; routine social gatherings for board and staff to interact
- Encourage board members to interact with youth at events

Michelle (Team 1 Spokesperson): We need more than one former foster youth on the board that can attend (sometimes it is difficult to participate), accounting experience, structured expectations, PR/media, governance/nonprofit leadership training, more in-depth training, mentorship for new members, attendance at staff/youth events to ignite the passion.

Michael (Team 2 Spokesperson): We need more active board members, structured expectations, age diversity, inclusiveness (feeling comfortable to speak up), required number of volunteer hours.

Michelle: Filling the position on the board for a former foster youth is a challenge due to confidentiality.

Speaker: Perhaps we could target older alumni.

“Friends of RFL” Candidates

- Former political figure - Jeff Brandes, Karen Seel
- Professional Athlete/Celebrity - Ronde Barber
- Current Media Personality - Kelly Ring, Tony Dungy
- Big corporate businesses in Pinellas
- More civic groups including BACA
- Corporate Executives - CEO, CFO - Ron Diner, Tom James
- Ben Coughanour
- Nathan Thomas
- Pinellas County School Superintendent/SPC
- Youth leadership in the community
- Older alumni
- Current or Former Law Enforcement
- Judge Moore, Judge Day
- Member of Juvenile Welfare Board
- Any Housing Authority
- Retired judges
- Guardian Ad Litem
- Fawn Moore - CIO FSS
- Pride Leadership (e.g., Todd Richardson)
- Rays/Lightning - former player or wife
- Leadership from NAMI
- Leadership from BayCare (e.g., Lisa Bell)
- Leadership St. Pete/LSPAA
- Homeless Leadership Alliance

- HEP
- Boley Centers



Bud: I am of two minds about some of these people; it could be a disaster if you get turned down and, possibly, if they accept because this is not a letterhead board that only meets three times a year. Some of them are very busy and do not have time. But to connect with some of these high-profile people to get ideas for people to get on the board would be useful (Ronde Barber, Tom James, Pinellas County Schools Superintendent). I have saved the big ask for down the road when it is really crucial. Don't just think about people, think about groups, such as the Polliwogs, 100 Women Who Care, etc. You connect with more people that way.

Tina: The next step is to get a group of people (board and staff) and talk about how to engage the people on your list.

Melissa: We also talked about groups that were a need for our kids, such as Pride.

Roadmap



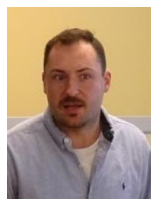
Tina: We are going to divide and conquer and do a round-robin style collaboration in each focus area. You can revise the goal or strategy to best meet your needs.

Tina explained the activity and participants broke into groups to develop the action plans.



Team Report Outs

Programming including Youth Voices, Housing



Jake: Get kids to create their own communities in the larger village. Focus on a more formalized intake, which would be a collaboration. Create a brochure to hand out and utilize social media, for example one-minute videos showcasing our resources. Everyone can help with job placement. The “village” refers to everyone. We want to equip them to hold on to a job in addition to finding employment. An incentive program could be put into place that is individualized for the third strategy. Finding appropriate mentor-mentee relationships will need to be a collaboration and more mentor training would be appropriate.

Bud: We need to reach out to HEP for best practices and new ideas. I want to copy what they are doing well that we haven’t tried.

Yvette: I would like to explore more options in the mental health area; just hiring a counselor is not enough.

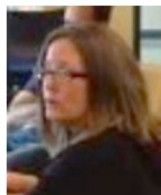
Fund Development, Marketing & Public Relations



Melissa: We are creating a development and marketing plans and implementing them in Q1 to move forward immediately. Create a policies and procedures manual and each department would be responsible for their area. Create a PR committee and plan; we need board members to be a part of that and have others on the committee. We are going to focus on our social media presence; we are missing the boat. We need to all post on all our social media accounts on a regular basis, not just the youth. Our story tugs at the heartstrings and explain why people need to get involved. Use podcasts to cover different people, stories, and topics (such as mentor training). Board members should personally write a thank you note to donors. Young people can help us with marketing.

Carla: This all comes down to having good plans.

Board Committees, Advisory Council, and Board



Michelle: We put completion dates in our plan and review points. The marketing plan would be a key component of building our board and getting young adults involved. We want to understand the cross skills people have and utilize that. Cross training is important to know what each other does and disarm our silos. We need to allocate time to these organizational structures. Being engaged with the bigger world allows us to see new ways of doing things and we can be a part of giving to someone else as well. We want to reach out to companies that sponsor volunteering, invite partners to our events, and attend their events. By offering to help others, we see an increase in others helping us.

Falana: Can you further explain “Quiet Time” and “Best Practices” you put down as resources?

Melissa: We can look at ways that have already been documented that are the best way to do certain things. Quiet Time refers to time in our days to be creative and reflective when we are not answering emails or communicating with anyone.

We started today looking at the attributes of the board and we have a very large database of supports. We have volunteers that want to get involved with us. We should start looking at professional staff for some of these things because our volunteers drop off. We also need incentives for staff, for example, ways to motivate and recognize them.

Action Plans

Programming including Youth Voices, Housing

Programming including Youth Voices, Housing				
GOALS, STRATEGIES & TACTICS	Champions	Resources Needed	Success Metrics	Timeframe
	Those responsible for Tactic	People, Materials, Time, \$, etc.	How to Quantify Success	Quarter 1, 6 months, 1 year
GOAL: Foster Care Cycle Broken! Homelessness down, graduations up, employment booming, incarcerations reduced, self-esteem soaring...all because of RFL's individualized approach to developing successful outcomes for former foster care youth, resulting in every young adult at Ready for Life with a place to lay their head at night and someone who cares they are alive.				
Strategy 1: Improved Mental Health services for our youth				
TACTIC 1: Establish an in-office counselor who is available to young adults at all times				
TACTIC 2: Establish workshops, etc. to focus on specific mental health	Programming committee			
TACTIC 3: Establish RFL youth team activities (i.e., book club, concert club, dining club, sports club, etc.)	Youth advisory council	Formalized intake	Youth involvement in activities	6 mos.
Strategy 2: Greater understanding & utilization for all RFL programs				
TACTIC 1: Create individualized intakes/assessments to identify goals and programs needed as well as incentives.	Collaboration between Director and Youth Specialists	Time	Completed formal intake process	Q1
TACTIC 2: Educate our young adults on the benefits of the program – mentoring, mental health counseling, tutoring, cooking with Kate, financial literacy, Opportunity Passport, etc.	Youth specialists and marketing	Time, create/develop social media accounts (e.g., TikTok, YouTube, IG)	Completed intake packet. Views/Shares on socials.	Packet: Q1; Socials: 1 year

TACTIC 3: Prepare our youth for job placement	Ready for Life village	Volunteers, staff, and mentors; money, clothes; community partners; online job board	Employment increase; employment sustainability	Q1 - 6 mos.
Strategy 3: Increased success rates for current & former foster youth by obtaining & maintaining safe and stable housing, health services, diploma/GED and beyond (post-secondary education), and job placement through RFL programming				
TACTIC 1: Create an incentive program for young adults to understand the benefits of the program.	Youth specialists	Formalized & individualized intake process	Involvement in RFL resources	Q1 - 6 mos.
TACTIC 2: Conduct focus groups around mentoring (to determine how to make better matches)				
TACTIC 3: Increase success rate of long-term mentor matches.	Collaboration between Director and Youth Specialists	More extensive mentor training; mentor to mentee socials	Successful matches that last over the course of a year	1 year
TACTIC 4: Find innovative ways for housing our youth.	Ready for Life village; Advisory Council	Property/Land, forgiving landlords, new legislation, HEP Best Practices, United Way Suncoast/ Tampa Bay partnership (ongoing housing crisis cohort)	Decreased homelessness	*1 year

Fund Development, Marketing & Public Relations

2023 Fund Development, Marketing & Public Relations				
GOALS, STRATEGIES & TACTICS	Champions	Resources Needed	Success Metrics	Timeframe
	Those responsible for Tactic	People, Materials, Time, \$, etc.	How to Quantify Success	Quarter 1, 6 months, 1 year
GOAL: Ready for Life successfully grows partnerships with youth and supporters by developing a world-class strategic marketing plan!				
Strategy 1: Develop and implement a strategic, long-term plan including: Marketing, Fundraising, Community Development, and Programming				
TACTIC 1: Leverage relationships, expertise and dedication of the BOD, Staff, Advisory Council, donors, companies, volunteers, and community partners	Development Comm., Marketing Comm, Staff,	Development Plan, Marketing Plan, supporting documents for each plan	Creating and implementing plans	Q1
TACTIC 2: Policies and procedures manual	Outsourcing, each department,	Funds, allotted time for staff to complete.	Updated Manual covering all areas	End of fiscal year 2023
TACTIC 3: Create marketing/public relations committee and develop comprehensive plan	BOD members to chair, staff liaison, expert community members	Allotted time, funds, experts in field, conduct market and data analysis to increase and enhance brand awareness	Creating and implementing comprehensive plans	Create comm Pre-Q1 Develop plan Q1
Strategy 2: Increased community awareness and support by building brand recognition				
TACTIC 1: Focused social media presence leading to increased awareness and support	Marketing staff, marketing committee	Marketing committee, time, marketing plan, calendar	Minimum posting on all platforms according to marketing plan	End of Q1
TACTIC 2: Share the RFL story to a wider population through outreach efforts with an emphasis on social media and one-to-one	BOD members, staff, Advisory Council, media	Marketing Plan, media contacts, youth stories and content	Expanded reach of database list other data tracking	6 months, end of Q2
TACTIC 3: Expand who is willing to post on their social media. (Facebook, Instagram, Twitter, LinkedIn, & Tik-Tok)	BOD, Advisory Council, Staff, Community Friends	Materials and posts, expectation, and commitment to share posts	Data tracking and reports of increase in online recognition	6 months, end of Q2
TACTIC 4: Utilize Podcasts to educate and build awareness	Staff and youth	Marketing Plan, Podcasts schedule of people and topics	Number of listeners, diversified topics and people	Start Q1

TACTIC 5: Incorporate our strengths and longevity in our marketing material (history of RFL being pioneers/at the forefront, solution-based, money-savers)	Marketing staff, marketing committee	Content from staff and youth	Relevant and material kept up to date	Q1
TACTIC 6: Formalized appreciation for our volunteers, mentors, groups, (program committee) heroes, donors and other RFL stakeholders (development committee).	Staff, BOD, Marketing Committee, Department Heads	Funds, formalized plans, time, staff, venue	All recognition plans are followed. Tracking of volunteer and donor resources	1 year
Strategy 3: Strengthen and diversify funding plan with a focus on operational and long-term sustainability.				
TACTIC 1: Expand our fundraising to include a Planned Giving and Endowment Programs – work closely with development department and the board	BOD, Development Committee, Development staff	Comprehensive and diversified fundraising plan and budget	Increase in donors and additional opportunities and giving programs	Q1
TACTIC 2: Develop creative, new, and innovative ways to increase funding and resources and corporate giving	BOD, Development Committee, Development staff, Advisory Council, strategic partnership staff, youth	Focus groups, creativity, brainstorming meetings	Increase in donors and additional opportunities and giving programs	6 months

Board Committees, Advisory Council, and Board

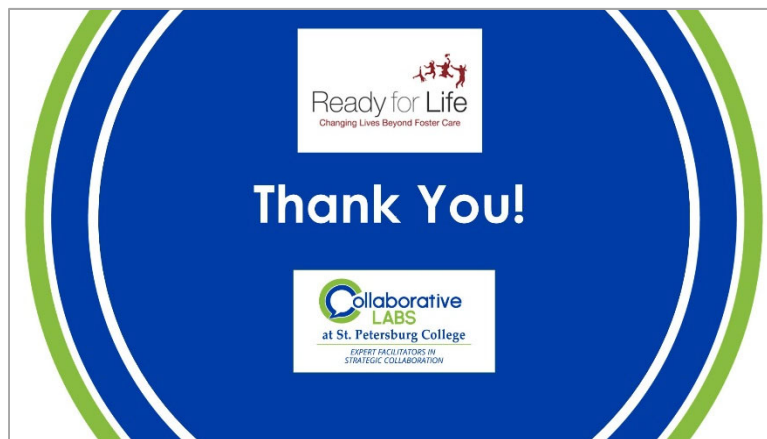
2023 Board Committees, Advisory Council, Board				
GOALS, STRATEGIES & TACTICS	Champions	Resources Needed	Success Metrics	Timeframe
	Those responsible for Tactic	People, Materials, Time, \$, etc.	How to Quantify Success	Quarter 1, 6 months, 1 year
GOAL: Ready for Life captures the heart of their community through strong leadership, staff, volunteers, and partnerships and by nimbly connecting resources to the needs of those being served for over 15 years.				
Strategy 1: Build and engage a strong, active, diverse board and advisory council.				
TACTIC 1: Engage Diverse: Industry, social service organizations, race, age, socioeconomic status, gender, background experiences, etc.	Kathy, Ken, Michelle, Jamelle Connor, Glenn Gomer	Introductions from BOD and Community Friends, Marketing Materials	BOD and AC member count	Ongoing Calendar 2022 (6 months) (annual review)
TACTIC 2: Leverage the talents and skill sets of a diverse board, advisory council, volunteers/mentors and staff	Committee that involves: Kathy, Board Chairs, AC Chairs, Senior Managers, Youth Voice	Cross Training, Define Communication Path, Survey to share skill sets of BOD, AC, STAFF	Periodic Review of how we are doing at this	First Quarter and Ongoing (annual review)
TACTIC 3: Resurrect Youth Council & Youth voice represented on the board, advisory council and all committees; Both councils provide recommendations to the Board. Youth Give Back Events and Activities	Kathy, Michael, and Youth Dev Team	Materials for recruiting youth, Incentives, and Support (gas, Uber, childcare, food)	All slots filled	6 months (annual review)
Strategy 2: Assess RFL organizational structure to determine internal human capital capacity to carry out our mission.				
TACTIC 1: Assessment of needs for staff positions and organizational flow	Kathy	Professional Guidance, Best Practices, Technology, Quiet Time, More Staff?, Interns, Volunteers, Incentives for Staff, Staff Refreshment, and Recognition, Girl Scout Projects, Bright Future Scholars	Less overtime, less stress, creativity, life/work balance	First Quarter and Ongoing (annual review)

TACTIC 2: Policies and Procedures	Kathy, Board, Staff	Professional Writer, Lawyer Advice, Printed, Establish a Periodic Review	Document will be completed, Did the policies and procedures accomplish what we intended	1 year (include a policy on how often this is reviewed)
TACTIC 3: Staff Training and Cross Training	Kathy and Department Heads	Time Allocated to Individual Staff Development and Cross Training, Professional Training Methods	Less silo, More collaboration, less stress	1 year (periodic review)
Strategy 3: Identify and expand community partners and relationships by engaging outside of our immediate community. Be a part of the Bigger World.				
TACTIC 1: Invitations for company-sponsored volunteerism	Advisory Council, Michelle, BOD	Introductions from BOD and Community Friends, Marketing Materials, A report to gauge volunteer retention	Go from 20 to 30 volunteers registering each month. Volunteer retention Rates	1 year
TACTIC 2: Invite to our RFL Events (NIP, Fun Fridays, Home for the Holidays, Thanksgiving, etc.)	Advisory Council, BOD, Staff, Volunteers, Youth (invite bosses from work)	Promotional Material, Parties and Events to Attend	Count. Increased volunteers, Mentors, Supporters	First Quarter and Ongoing (annual review)
TACTIC 3: Visit Them and Build a Relationship, Attend their events, Swap our Stories	Advisory Council, BOD, Staff, Volunteers, Youth (invite bosses from work)	Advisory Council Member Time	Count. Increased Volunteers, Mentors, Supporters	First Quarter and Ongoing (annual review)

Wrap-Up and Next Steps

Tina: The next steps are to take your action plans to your next meeting. Take one tactic that each person can do to move forward. Just taking the next step is the best thing to do when looking at a large plan. I also recommend color coding your plan. You all did a great job!

Kathy: This has been amazing! Thank you all.



**McKnight Inter-institutional Meeting
Gainesville, Florida
May 15-17, 2023**

Lodging	Per Person	Total
75 guests x 2 nights = 150 x \$180 Hotel Eleo		\$27,000
Wednesday, May 15		
Welcome Reception 120 guests Hotel Eleo	\$150	\$18,000
Thursday, May 16		
Shuttle Service		\$3,000
Meeting room rental Hotel Eleo Conference Rooms	2 rooms - \$660	\$1,320
Breakfast: Hotel Eleo: 80	\$30	\$2,400
All day coffee/snack service: 120	\$25.00	\$3,000
Lunch (Celebrations): 125	\$40.00	\$5,000
Dinner (Thomas Centr):		\$2,500
Dinner & Bar (Custom Caters): 130	\$125	\$16,250
Friday, May 17		
Shuttle Service		\$3,000
Hotel Eleo Conference Rooms		
Breakfast: Hotel Eleo	\$30	\$2,400
Box Lunch (Sweetberries): 120	\$15	\$1,800
Printing & Supplies		\$2,500
Travel		
Shuttle Service		
Ground Transportation		\$4,000
Tucson Air: 20	\$850	\$17,000
Miami Air: 20	\$500	\$10,000
Birmingham Air: 20	\$500	\$10,000
Total:		\$129,170

MBRF Pre-meeting May 14, 2023

Lodging	Per Person	Total
35 guests x 2 nights = 130 x \$180		\$6,300
Thursday, May 16		
Meeting room rental		\$2,000
Hotel Eleo Conference Rooms		
Breakfast: Hotel Eleo: 40	\$70	\$2,800
All day coffee/snack service: 40	\$25.00	\$1,000
Lunch (Celebrations): 40	\$75.00	\$3,000
Total:		\$15,100