



An example of a workplan used by lead partners in SVP Minnesota for capacity building work with investees. Names have been deleted from this document.

### CAPACITY BUILDING PLAN 2014- 2017

Date approved as an investee: September 1, 2014  
 Update:             
 SVP Lead Partner:

Date plan approved:  
 Investee contact:


#### Investee Capacity Building Goals for 2014-15 (September 2014 – August 2015)

Goal Statement/Project Description	Deliverables	Completion Date	SVP Resource
<b>I. Finance Development</b>  <b>Description: Insure that org has solid financial systems in place to successfully manage ongoing expansion.</b>	A. Assess current strengths and limitations of finances.	8.31.14 COMPLETE	SVP Lead:
	B. Budget development: Analyze current budget structure and budget development cycle. Work with team to finetune process to easily add additional program sites.	8.31.14 COMPLETE	SVP Lead:
	C. Accounting and Payroll – need to find new 3 <sup>rd</sup> party service.	8.31.15	SVP LEAD: <span style="background-color: yellow;">                                  </span>
	D. Financial reporting: Support ED and staff in developing reporting tools that report critical information to allow for solid decision making, reassurance to funders, and accurate forecasting.	8.31.15 COMPLETE	SVP Lead:

	D. Board Dashboard: Provide assistance to staff to develop dashboard reports for the board that present a quick, comprehensible overview of their status and overall direction.	8.31.15 IN PROCESS	SVP Lead: [REDACTED]
	E. Financial Policies: Work with Board Finance Committee and Ed in order to identify and draft needed policies to guide sound financial practices	8.31.15 ONGOING	SVP Lead: [REDACTED]
	F. Financial Controls: Work with Finance Committee and ED to review exiting internal controls and identify any additional areas of need.	8.31.15 ONGOING	SVP Lead: [REDACTED]
	G. Risk Assessment: Support review by ED and Board Finance Committee to analyze their current level of risk; assist in developing risk mitigation strategies.	8.31.15 ONGOING	SVP Lead:
<b>II. Governance Development</b>  <b>Description: partner with Board and ED to establish governance structures and board practices will meet the needs of an expanding organization.</b>	A. Work with Board leadership to evaluate current bylaws, board size and structure, policies, and procedures in order to identify strengths and limitations.	<b>8.31.14 COMPLETE</b>	SVP Lead:
	B. Board size: Support board leadership and Governance Committee in identifying the most effective board <b>size and structure</b> to support an expanding organization.	<b>8.31.14 IN PROCESS</b>	SVP Lead: [REDACTED]

	C. Board membership: Provide support and strategies to the Board Governance Committee to (1) attract board members with needed skills, diversity, and commitment to educational equity and (2) attract non-board members of board committees. <b>Develop of Board competency matrix.</b>	<b>8.31.15</b>	SVP Lead: [REDACTED]
	D. Roles and Responsibilities: Assist in providing appropriate training to staff and board in order to clarify the shifts caused by organizational growth.	<b>8.31.15</b>	SVP Lead:
	E. Board Onboarding and Off Boarding: <b>Assist in developing process</b>	<b>8.31.15</b>	<b>SVP LEAD:</b> [REDACTED]
<b>III. Strategic Plan</b>	A. Strategic Plan: Because it is a growing, changing organization, Investee currently uses a continuous strategic planning process to allow for nimble responses to changing conditions. <b>SVP can provide guidance for determining when/if this process should shift to a different form.</b>	<b>8.31.15 COMPLETE</b>	SVP Lead: Investee Workshops
	B. Create business plan for org after mission and prospectus are finalized.	<b>8.31.15</b>	SVP Lead: [REDACTED] Investee Lead: [REDACTED]

	C. Develop plan for communication/adoption by Board and Staff.	8.31.15	SVP Lead:
<b>III. Partnerships</b>  <b>Description: Growing the number of strategic and volunteer organizations aligned to Mission.</b>	A. Current Teacher and Student Relationships		SVP LEAD:
	B. Introduce and Build Relationship with: <ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	8.31.15	SVP LEAD:
<b>IV. Organizational Structure</b>  <b>Description: analyze the strategic plan and make recommendations for updated organizational structure.</b>	A. Evaluate the current organizational chart/structure for strengths and limitations of its ability to support an expanding org.	2014: hold for new ED	Identify SVP owner when ED is hired.
	B. Support ED in assessing the level of staffing, equality of workloads, overlaps/deficiencies in responsibilities, appropriateness of accountability structure. In other words, does staffing allow the organization to accomplish its mission?	2014: hold for new ED	Identify SVP owner when ED is hired.

	<p>C. Assist in developing a system to allow org to effectively utilize volunteer talent in ways that benefit both org and volunteers.</p> <p>D. Institutionalizing Organizational processes</p> <p>E. Transition from 8-9 and 9-10 grade: how to redesign high school program to secure retention</p> <p>F. Partnerships with other programs that are beneficial to org</p>	<p>2014: hold for new ED</p>	
<p><b>V. Marketing</b></p> <p><b>Description: Develop a strategic marketing/public relations plan that attracts and resonates with funders and results in achievement of the org's funding goals. Debut plan and/or materials at gala in late spring 2015.</b></p>	<p>A. Support the ED in conducting a thorough competitive analysis to determine effective marketing strategies.</p>	<p>Summer 2014</p>	
	<p>B. Branding: Evaluate the current foundation branding document and its application for use in attracting donors. Make any recommendations for change.</p>	<p>2015 Consider for second half of year</p>	
	<p>C. Audience Segmentation: Assist in clear identification of org's varied funding stakeholders/constituencies, both internal and external.</p>	<p>2014 – hold for new ED</p>	<p>Investee Workshops</p>
	<p>D. Key Messages: Support the development of high-impact, key messages tied to individual audience segmentation.</p>	<p>2014 – hold for new ED</p>	<p>Investee Workshops</p>

	E. Marketing Materials & Website: Assess the strengths and limitations of current marketing packet and website, and provide recommendations for additional materials, both print and online.	2014 – hold for new ED	
	F. Editorial Calendar: Assist in developing a consistent annual marketing cycle and editorial calendar.	2014 – hold for new ED	
<b>V. Personal Leadership</b>	A. Support ED in Professional Development to grow and develop as a leader.	2015	
<b>VI. Team/Culture</b>	A. Management Improvement Program: Provide Insights workshop for Team	2 <sup>nd</sup> Quarter 2015	
<b>VII. Fund Development</b>  Description: support in expanding the breadth of its donor base and increasing its fundraising capacity.	A. Assess current strengths and limitations of donor based and fundraising strategies.	2014: hold for hire of new ED	
	B. Planning: Assist ED and development staff in preparing a long-term development plan to increase giving by private and corporate foundations, program partners, government agencies, individual donors.	2014: hold for hire of new ED	
	C. Diversification: Support ED and development staff in expanding beyond traditional sources of funds to additional sources.	2014: hold for hire of new ED	
	D. Support development team in planning a successful Gala on May 9.	May 9, 2014	

<b>VIII. STEM</b>  <b>Description: Increase student understanding of how to utilize STEM in the future.</b>	A. Career Fair: Student experience to learn about careers in STEM.	April 19, 2014	
	B. Job Shadowing: Partner with staff to create opportunities for students to shadow employees.		
	C. Guest Presenters at School: Work with opportunities for employees to be guest presenters on STEM topics in classrooms.	Ongoing	Kat
	D. Enhance Curriculum Presentation (conversations in 2014 for implementation in 2015)	2014: hold for hire of new ED	

**Other forms of Support**

In-Kind Contributions	Description	Completion Date	SVP resource
Adopt a Senior Adopt an Intern?	Partner with Ed to identify college dormitory needs for each graduating senior.	July	
Turkey Fry	Graduation Dinner OR End of Camp Celebration (tbd)	May	
Student and Intern Interviews	Participate as interviewers and evaluators in the student and intern application process	March	



### Progress Reviews

Scheduled Review Date	Goal / Project	Status	Action

### Re-grant Recommendations

Each re-grant recommendation submitted by the Lead Partner must have an up-to-date capacity building plan with completed midyear review reports and a proposed new capacity building plan for the re-grant period.

**INPUT FROM BOARD CHAIR: 2014 FOCUS AREAS**

***FOCUS AREA #1: Assist the board in developing an appropriate dashboard of metrics in order to accurately measure performance.***

From its beginning, staff has thoroughly measured many aspects of the program and the success of its students. However, that data has not yet been organized into a form to allow the board to monitor the program's performance, understand its strengths, eliminate weaknesses, and track trends year to year. Such a dashboard of key performance indicators would reinforce the board's focus on outcomes and strategy, not operations. SVP's assistance in the process of designing the dashboard would enable org to develop it better and faster.

***FOCUS AREA #2: Serve as a source for board members.***

At present, the board has only 13 members; to provide robust leadership, it needs to gradually grow in the coming years. SVP partners offer a pool of philanthropically-minded individuals with diverse skills. In the winter of each year, the Governance Committee could provide SVP with a summary of the types of candidates it is seeking. SVP, in turn, could suggest potential individuals who would then go through the selection and training process. I have attached a summary of the four board members we are seeking in the next few months.

***FOCUS AREA #3: Serve as a resource for non-board members of committees.***

Some of the more specialized board committees, such as Finance and Institutional Advancement (marketing, public relations, and fundraising), would benefit from additional expertise in those areas. There may be SVP partners who would be willing to volunteer their expertise to one of these board committees – but who would not necessarily want to take on a full board commitment.

***FOCUS AREA #4: Provide constructive feedback on board structure, procedures, and policies.***

The board is organized according to the best practices of nonprofit boards. However, it is also true that the board is young and growing – and could benefit from SVP evaluation by fresh, experienced perspectives.

***FOCUS AREA #5: Assist the board in thinking through the advisability of creating an advisory council/board.***

Org has a number of generous supporters who are very interested in their success, but not in board involvement. One potential way to keep such supporters engaged is recognition via membership on an advisory council/board. Org has not yet discussed this possibility, but there are several helpful functions such a group can serve. It is also true that creating an advisory group requires careful management. SVP could support them in exploring whether such a step would be advisable.