BoardBuild
Three-Year Strategic Plan
2020-2023

A world where diverse, trained leaders and organizations can unite and foster strong communities in which to work, play, and grow.

Strategic Plan Developed by the Ad Hoc Strategic Plan Committee
April 15, 2020

Board Development Systems, Inc. dba BoardBuild
1500 N. Main Street, Suite 200, Fort Worth, TX 76164
To the Board of Directors:

In July 2017, Leadership Fort Worth and the United Way Tarrant County joined forces to begin a needs assessment and to develop a business plan for what ultimately became a joint venture partnership known as Board Development Systems, dba BoardBuild.

Initial funding of $195,000 was provided by the following:

- United Way of Tarrant County
- Leadership Fort Worth
- The Morris Foundation
- Amon G. Carter Foundation
- Sid W. Richardson Foundation
- Texas Health Resources
- Fidelity Investment

It has been more than two years since this organization developed and implemented its first strategic plan. In this short amount of time, BoardBuild has made tremendous strides. With one full-time executive, we have accomplished:

- Filed for incorporation (IRS letter: February 5, 2018)
- Established Board of Directors and ratified bylaws
- Developed and approved 5-year budget with associated metrics
- Hired a full-time CEO
- Partnered with UWTC to provide accounting and administrative support, develop financial processes, identify office space and set up equipment
- Contracted with third-party providers for marketing, technology, cybersecurity and IT services
- Wrote curriculum, built and integrated proprietary LMS, CMS and CRM platform
- Launched BoardBuild
- Granted copyright and trademark
- Extended individual training invitations to partner boards of directors
- Generated 500+ leads, including contact information
- Made 21 group presentations to YPOs, chambers, affinity groups, 1 Million Cups, etc. (>750 people reached directly)
- Developed customer retention plan
- Sent regular updates to funders
- Submitted financial reports as requested for Y0 and Y1 funding
- BoardBuild version 2 under development. Targeted launch date May 1, 2020

Now it’s time to take BoardBuild to the next level. A volunteer Ad Hoc Strategic Planning Committee has developed a plan for the next three years. This plan is thoughtful and based upon the best information we have.

4/17/2020
Our plan:
- Capitalizes on the organization’s strengths
- Builds upon strategic partnerships
- Leverages limited resources to maximize impact
- Ensures progress that moves the organization forward for success

Your Leadership Is Essential
As reinforced to you in the BoardBuild training course, the Board of Directors plays an essential role in the success of a nonprofit organization. Specifically, the BoardBuild Board is responsible for overseeing the finances, executive performance, legal compliance, and risk management.

Additionally, you are responsible for:
- Making an annual contribution to BoardBuild
- Sharing and engaging your networks
- Meeting with targeted individuals to discuss the organization and seek financial support (with the CEO)

So much has been accomplished so far. With your help, BoardBuild can fulfill our dreams for our community.

Marcus Mitias, Program Director, Government Affairs & Advocacy, Texas Health Resources
James Sharp, Associate and Strategy Director, VLK Architects
Scott Smith, Project Consultant, Project Partners, Inc.
Cindy Boyd, CQB Strategies
Gopi Kokkonda, CEO, Alignity Consulting
Pam Cannell, CEO, BoardBuild
TABLE OF CONTENTS

Why BoardBuild?
Sobering Facts
A Knowledgeable, Diverse Board of Directors Matters

Introducing BoardBuild
What Is BoardBuild?
BoardBuild Vision, Mission and Values
BoardBuild Stakeholders

2020 – 2023 Strategic Plan: Our Approach
Overview
S.W.O.T. Analysis
BoardBuild: Current / Future State

BoardBuild Three-Year Goals

BoardBuild Three-Year Budget

Priority 1: Sustainable Revenue-Generation Model

Priority 2: High-Quality Consumer Service Experience (CRM)

Priority 3: Measurable Community Impact (KPIs)

Priority 4: Scalable Operational Processes (Workflows)

Priority 5: Enhancing Our High-Quality Product (Future Offerings)

APPENDIX

A: Stakeholder Research
B: Interview Findings – Individual & Nonprofit Registrants
C: Revenue Generation Flowchart
D: Additional CRM Strategies
E: Operational Standards (Pre-Key Performance Indicators)
F: Board Role Related to CEO Oversight / Support / Retention
G: Outlines for Proposed Future Courses
H: Possible Future Service: Governance Convening

4/17/2020
WHY BOARDBUILD?

Sobering Facts

- There are more than 4000 nonprofit organizations in Tarrant County.\(^1\)
- 84% of nonprofit board members and 90% of board chairs are Caucasian.\(^2\)
- 58% of board members are over the age of 60.\(^2\)
- 83.1% of members are 40+ years old, as compared to 61% of the general population.\(^3\)
- 51% of board chairs did nothing to prepare for their role.\(^4\)
- Only 45% of board members said their organization’s onboarding process properly prepared them to be an effective board member.\(^5\)

For the past 30+ years, no consistent, high-quality board governance training has been available for Boards of Directors of Tarrant County nonprofit organizations. Incomplete knowledge of board governance principles has negatively impacted the quality of programming, fiscal management, and overall strength of the nonprofit sector in our community.

*NOTE: Part A of the Appendix provides detailed information on specific gaps related to nonprofit organizations, corporations, and individuals interested in board service.*

A Diverse Board of Directors Matters

In addition to governance know-how, boards can be significantly strengthened through membership diversity.\(^6\) Diversity benefits boards, organizations and communities in substantial ways:

- New and fresh perspectives in decision-making
- Innovative thinking
- Extending the reach of organizational networks

The goal of nonprofit governance boards is to impact organizational performance. These strengths matter most:

- The board’s understanding of its roles and responsibilities (governance)
- The board’s ability to work collaboratively toward shared goals (optimized through diverse membership)

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\(^1\)[https://bloomerang.co/blog/should-hundreds-of-new-nonprofits-be-created-each-year/](https://bloomerang.co/blog/should-hundreds-of-new-nonprofits-be-created-each-year/)


\(^3\)[The Impact of Diversity: Understanding How Nonprofit Board Diversity Affects Philanthropy, Leadership, and Board Engagement - a study based on survey responses from 1,597 nonprofit CEOs and 409 board chairs conducted by the Indiana University Lilly Family School of Philanthropy in partnership with Johnson, Grossnickle and Associates and BoardSource.](https://cdn.ymaws.com/allianceonline.sitemc.com/resource/resmgr/docs/VoicesBoardChairsReport1016.pdf)

\(^4\)[2017 study from George Mason University:](https://heidrick.mediaroom.com/2017-10-10-Onboarding-Is-Point-of-Weakness-on-Association-and-Nonprofit-Boards)


INTRODUCING BOARDBUILD: *Strengthening boards. Shaping communities.*

What Is BoardBuild?
BoardBuild is an innovative, unique online system that connects community leaders with nonprofit organizations aspiring to a diverse board well trained in governance principles. BoardBuild’s dual components fulfill these requirements:

1. Online, on-demand training in the essentials of nonprofit board governance
2. Online board matching between governance-trained community leaders and nonprofit organizations seeking new board members

BoardBuild Vision, Mission and Values

Vision: A world where diverse, trained leaders and organizations can unite and foster strong communities to work, play, and grow.

Mission: To strengthen communities through the training and matching of emerging and established leaders with qualified nonprofit boards.

Values: Community trusteeship, leadership, innovation, diversity

BoardBuild Stakeholders

- **Individuals:** Emerging and established leaders who want to broaden and develop their community trusteeship as nonprofit board members.

- **Nonprofit organizations** that want a simple, effective means to identify skilled, diverse board members

- **Companies** that want to sponsor the development and community connections of key employees while raising brand visibility

- **Foundations** with a commitment to strengthening the organizations they fund by training community leaders in nonprofit board governance
2020 - 2023 STRATEGIC PLAN: OUR APPROACH

Overview
The Three-Year Strategic Plan presented on the following pages is the result of four months’ work by the Ad Hoc Strategic Plan Committee and the BoardBuild executive. During this process, we:

➢ Recommitted to the BoardBuild mission, vision, and values
➢ Reviewed historical information, conducted interviews with various stakeholders, and researched Best Practices
➢ Conducted a S.W.O.T. analysis
➢ Defined the scope of the Three-Year Strategic Plan
➢ Set high-level three-year goals
➢ Established priorities and developed a three-year budget
➢ Documented the Current State of the organization and proposed detailed goals for its Future State
➢ Created operational standards for all functional areas of the organization
➢ Prepared detailed workflows for each major stakeholder (individuals, nonprofit organizations, corporations, and foundations)
➢ Developed strategies for possible future products and services (training courses and convening services)

A summary of these efforts is presented on the following pages. The Appendix provides detailed supporting information.
S.W.O.T. ANALYSIS
Six main areas were created as categories to focus the activity:

- Global Issues
- Budget/Cashflow
- BoardBuild Leadership
- Sales/Marketing
- Platform/Training
- Competition

Each team member provided input in all categories. Consolidated and prioritized results are presented below.

**Problems**

- There is a lack of consistent cash flow for operations and growth
- Current BoardBuild staff consists of only one FTE. Additional support is essential for fundraising, marketing, grant writing, and customer service.
- There is no codified recruitment/marketing strategy targeting individuals, nonprofits, and corporations, including testimonials for each segment.
- Nonprofits and individuals unmotivated to complete training and/or post open board positions (matching). NOTE: Interviews were conducted with trainees and nonprofit executives to uncover issues (findings are detailed in Part B of the Appendix).
- Minimal metrics to document impact are currently available.
- The Board of Directors is in a state of flux.

**Opportunities**

- Many possibilities / synergies for BoardBuild exist within Leadership Fort Worth and United Way of Tarrant County.
- The joint venture with LFW and UWTC provides good depth/breadth of connectivity to business and nonprofit communities.
- BoardBuild’s CEO is outstanding and must be retained.
- On March 1, CRM implementation began.
BOARDBUILD: CURRENT / FUTURE STATE

OBJECTIVE
Succinctly summarize the present situation and potential opportunities to BoardBuild’s Board of Directors.

EXECUTIVE MANAGEMENT

What’s been done / what’s getting done today

CEO – Full-time employee
  ▪ Leads and manages all corporate operations, including financial, marketing, technology, security, IT, client relations, sales and fundraising
  ▪ Develops strategic direction and goals for the corporation
  ▪ Develops program impact measurements
  ▪ Serves as the public face of the corporation

Partner support
  ▪ Financial services
  ▪ Staffing support

Contracted services
  ▪ Marketing – Luminary2
  ▪ Technology – PrimeSite Web Solutions
  ▪ Security – Makaye Infosec
  ▪ IT – GXA

What’s not getting done (missed opportunities)
  ▪ Limited hands on deck - forcing focus on daily operations to sustain business operations at the expense of long-term strategic planning, partnership development and resource development
  ▪ Client relations and user experience are not significantly supported at this time
  ▪ No codified policies and procedures

BOARD RELATIONS

What’s been done / what’s getting done today
  ▪ Board of Directors established July 2018 as per corporate bylaws
  ▪ Board composition, reorganization and bylaws change conversations began December 2019
  ▪ Informational presentations to both partner boards of directors
  ▪ Individual training invitations extended to both partner boards of directors and selected partner staff
What’s not getting done (missed opportunities)
- No current board-led fundraising activities
- No board-led or involved strategic planning
- No board-led partner development meetings scheduled
- No board meetings since January 2020
- Limited board engagement in corporate oversight since January 2020
- BoardBuild’s board of directors in flux

- Targeted recruitment of partner board and committee members only minimally successful
  - LFW board/committee/staff members registered & completed training – 14
  - LFW board/committee/staff members registered but did not complete training – 6
  - UWTC board/committee/staff members registered & completed training – 3
  - UWTC board/committee/staff members registered but did not complete training – 7

FINANCE
What’s been done / what’s getting done today
- 5-year budget developed with Key Performance Indicators
- Bank account established
- PayCom and PayPal accounts established
- Corporate credit card account established
- Financial reporting template created
- Invoice process created
- Support staff identified
- Cash flow and partner support closely monitored with funding provided as necessary to sustain organization through start-up period

What’s not getting done (missed opportunities)
- No margin
- Missed revenue goals

SALES / CUSTOMER SERVICE: INDIVIDUALS
Metrics as of March 15, 2020

<table>
<thead>
<tr>
<th>Registered</th>
<th>Diversity</th>
<th>Training Incomplete</th>
<th>Training Complete</th>
<th>Total Revenue from Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td>291</td>
<td>Avg Age 44</td>
<td>50% Anglo 24% Undisclosed 12% African-Am 7% Hispanic 5% Other 1% Multiracial 1% Asian-Am</td>
<td>43% Female 33% Male 24% Undisclosed</td>
<td>214 (74%) 77 (26%) $21,500</td>
</tr>
</tbody>
</table>
What’s been done / what’s getting done today

▪ 500+ leads generated and contact information collected
▪ 21 group presentations to YPOs, chambers, affinity groups, 1 Million Cups, etc. (>750 people reached directly)
▪ 37 face-to-face meetings with individuals learning more about BoardBuild
▪ Customer retention plan developed
▪ Strategic planning volunteers reaching out to individuals to determine level of satisfaction with training
▪ Strategic planning volunteers reaching out to individuals to encourage them to complete training

What’s not getting done (missed opportunities)

▪ Full implementation of customer retention plan limited by lack of staff
▪ Diversity of trained candidates low in the absence of further business/partnership development
▪ No incentive/accountability to prioritize and complete training

SALES / CUSTOMER SERVICE: NONPROFITS

Metrics as of March 15, 2020

<table>
<thead>
<tr>
<th># Registered</th>
<th>Postings</th>
<th># of Matches</th>
<th>Total Revenue from Nonprofits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># NPOs w/ Postings</td>
<td># Postings</td>
<td>? 3 confirmed</td>
</tr>
<tr>
<td>90</td>
<td>29</td>
<td>46</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th># of NPOs That Have Invited Team Members to Training</th>
<th># of Team Members Registered to Train</th>
<th># of Team Members Who Have Completed Training</th>
<th># of Unused Free NPO Trainings/Postings</th>
</tr>
</thead>
<tbody>
<tr>
<td>37</td>
<td>152</td>
<td>39</td>
<td>643</td>
</tr>
</tbody>
</table>

What’s been done / what’s getting done today

▪ Registered # of NPOs exceeds goal
▪ Revenue from registered NPOs exceeds goal

What’s not getting done (missed opportunities)

▪ # of postings is not keeping up with # of individuals completing training and seeking a board position
▪ Only 1/3 of registered NPOs have posted board/committee positions (not sure # of membership organizations registered that recruit in-house)
▪ Due to limited staff to implement customer follow-up, not sure of total number of matches
▪ Missing opportunities to steward and educate NPOs
▪ Just over 1/3 of registered NPOs have invited board/staff members to participate in training (aware of 2 NPOs that have conducted group training using our videos)
▪ Only 25% of registered NPO users have completed training
▪ 76% of training credits given to nonprofits at no cost remain unused
SALES / CUSTOMER SERVICE: CORPORATIONS

Metrics as of March 15, 2020

<table>
<thead>
<tr>
<th>Registered</th>
<th>No. of Employees Recruited</th>
<th>No. of Employees Trained</th>
<th>No. of Employees Matched</th>
<th>Total Revenue from Corporations</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>25</td>
<td>11</td>
<td>?</td>
<td>$16,000</td>
</tr>
</tbody>
</table>

*What’s been done / what’s getting done today*
- Continued relationship development with Texas Health Resources to build out alignment with CSR policies, employer benefits, individual benefits, and development of testimonials
- Minimal level of corporate recruitment with mixed results
- Minimal level of corporate retention efforts with mixed level of engagement

*What’s not getting done (missed opportunities)*
- Development of companies represented on partner boards of directors
- Development of partner-affiliated companies

SALES / CUSTOMER SERVICE: FOUNDATIONS

Metrics as of March 15, 2020

<table>
<thead>
<tr>
<th>Funded BoardBuild Year 0:</th>
<th>Morris Foundation, Carter Foundation, Richardson Foundation, Fidelity Investments, Texas Health Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funded BoardBuild subsequent years:</td>
<td>None</td>
</tr>
<tr>
<td>Encouraged grantees to participate in BoardBuild:</td>
<td>The Morris Foundation, Y1</td>
</tr>
<tr>
<td>Required grantees to participate in BoardBuild:</td>
<td>None</td>
</tr>
<tr>
<td>Revenue from foundations:</td>
<td>$139,000 Y0, $17,600 Y1</td>
</tr>
</tbody>
</table>

*What’s been done / what’s getting done today*
- Aggressive board-led fundraising efforts in Build Year, Y0
- Regular updates sent from BoardBuild CEO to funders
- Financial reports submitted as requested for Y0 and Y1 funding
- Ongoing partnership conversations
- Ongoing opportunities to speak and sponsor foundation community events

*What’s not getting done (missed opportunities)*
- Funders talking about board diversity but not holding grantees accountable
- Funders not requiring a minimum level of board training as a condition of funding
- Funders not promoting BoardBuild as a tool to build organizational capacity
WEBSITE / DATABASE

What’s been done / what’s getting done today
- Website developed
- LMS developed, online training curriculum written, produced uploaded to LMS
- Algorithm-based matching system developed
- Platform launched
- Wire frame developed for V2 enhancements
- V2 under development: Targeted launch date May 1, 2020

What’s not getting done (missed opportunities)
- No future training course development under way

CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM

What’s been done / what’s getting done today
- Nonprofit Salesforce account established with 10 free licenses
- Initial project underway with consultant to customize customer data in BoardBuild Salesforce account

What’s not getting done (missed opportunities)
- Future integrations to include lead generation and sales conversion strategies dependent upon availability of funds

CYBERSECURITY

What’s been done / what’s getting done today
- Cyber team identified and in place 365/24/7 monitoring and response
- System hardened (minimal vulnerabilities at launch)
- Weekly security reports
- Monthly security calls and ongoing remediation of any vulnerabilities
- Cybersecurity insurance in place

What’s not getting done (missed opportunities)
- No outstanding vulnerabilities
PLANNING

What's been done / what's getting done today
- 5-year budget forecast + metrics approved
- Ongoing excellent work by the ad hoc strategic business plan committee
- Strategic marketing/PR/social media plans in place
- Customer stewardship plan in place and implemented by support staff and volunteers
- Internal policies and procedures project assigned to support staff
- Initial regional partner planning and groundwork laid

What's not getting done (missed opportunities)
- No board-led planning. Ad hoc business plan committee keeping board apprised but no board buy-in to date
- Further development of external impact measurements
### BoardBuild Three-Year Goals

- **Priority 1:** Sustainable revenue-generating model
- **Priority 2:** High-quality consumer service experience
- **Priority 3:** Measurable community impact: *Nonprofit board governance; diverse board composition*
- **Priority 4:** Scalable operational processes
- **Priority 5:** High-quality product, including enhancements
BOARDBUILD THREE-YEAR BUDGET

3-YR Budget built within the original 5-YR pro forma budget for historical context.
PRIORITY 1: SUSTAINABLE REVENUE-GENERATION MODEL

The lack of a codified recruitment/marketing strategy targeting individuals, nonprofits, corporations and foundations has significantly hindered BoardBuild’s ability to generate sustainable revenue. Assuming the addition of qualified BoardBuild staff, we are confident in the worthiness of the following four strategies for making sales:

1. General sales effort to individuals, nonprofits and corporations
2. “Sales” to foundations
3. Corporate recruitment and sponsorship campaign
4. Nonprofit sales

STRATEGY 1: Marketing strategies targeting three segments that result in increased revenue (Visibility + Awareness + Adoption)

- **Key Tactic:** Continue targeted digital and social media marketing campaigns to maintain/improve awareness and consistent visibility.
  Time and Cost: $4500 per month, ongoing (estimate via consultant’s past campaigns)

- **Key Tactic:** Develop compelling mail collateral targeting key Fort Worth nonprofits and largest private companies in Fort Worth that illustrates mission, BoardBuild’s potential as solution, and a call to action. This mailer could serve as a kick-off to an annual fund campaign to secure corporate sponsorships, corporate subscriptions, individual subscriptions, and nonprofit subscriptions. 
  *NOTE:* This tactic must be followed by a specific post-call to action plan with identified resources for implementation.
  Time and Cost: ___________ (estimate involving printing, postage, and potential list purchase for nonprofits) However, this tactic may be more effective if selected corporate and nonprofit organizations already familiar with BoardBuild are targeted. Alternately, partner agencies and companies of LFW and UWTC could be targeted. Costs could be modest – perhaps less than $5,000 per campaign).

- **Key Tactic:** Seek opportunities to establish presence at expos, previews, and showcases designed to connect employees/individuals with nonprofits. This requires a volunteer team effort.
  Time and Cost: ___________

- **Key Tactic:** Focus on the creation of new content that promotes BoardBuild as an innovative tool to enhance our community’s civic, social, cultural, and education fabric. Create case studies or analyses that strengthen the thought leadership behind BoardBuild.
  Time and Cost: ___________

- **Key Tactic:** Seek opportunities to add address affinity groups such as YPOs, professional development clubs, volunteer organizations and academic classes to raise BoardBuild’s mission awareness and to recruit new users.

STRATEGY 2: Fundraising strategy targeting foundations (Funding + Adoption)

- **Key Tactic:** Identify and pursue foundations likely to consider BoardBuild’s mission and geographic focus as a funding priority, and preferably offering seed-oriented funding support.
  Time and Cost: ___________
Key Tactic: Determine viability and, subsequently, strategy of returning to prior donor foundations to request further support in order to realize program success established by their initial investments.

Time and Cost: ______________

Key Tactic: Appeal to foundations and other nonprofit influencers to advocate for BoardBuild as a recognized value/asset to the local nonprofit sector. Offer approaches to foundations that will incentivize the adoption of BoardBuild as a board member training and recruiting tool to benefit the capacity and well-being of local nonprofits seeking foundation support.

Key Tactic: Appeal to seed funds and organizations that support entrepreneurial endeavors and start-ups with direct and in-kind donations.

STRATEGY 3: A time-limited (3-6 months) corporate recruitment and sponsorship campaign to grow corporate funding support and BoardBuild participation (Funding + Adoption). Part C of the Appendix presents a detailed flowchart for this strategy.

Key Tactic: Based on funding and recruitment priorities, establish sponsorship levels that offer a strata of significant funding support and BoardBuild participant recruitment.

Key Tactic: Analyze corporate entities as campaign targets and prioritize. Increase understanding of each corporation’s community support priorities and past giving history to determine appropriate sponsorship levels to be offered.

Key Tactic: Identify and recruit for a volunteer campaign committee of well-connected individuals. These individuals would agree to steward and meet with decision-makers at targeted corporate entities to offer in-person appeals to support BoardBuild as a corporate sponsor.

A simple, customizable print collateral piece would be presented at the time of ask. Each campaign committee member would be asked to select target corporations based on the member’s connectivity/ability to access decision-makers.

STRATEGY 4: Appeal that targets current board members serving local nonprofits to adopt BoardBuild as users and advocates (Adoption)

Key Tactic: Recruit a major influencer (Matt Rose, Mayor Price, etc.) to serve as a spokesman/advocate to local nonprofit board members to adopt BoardBuild for training and recruiting future board leaders. This could be a letter campaign offering a limited fee discount.

Key Tactic: Develop a series of case studies of nonprofits that have benefitted significantly from BoardBuild.

Key Tactic: Explore opportunities to seek support from state- and national-level associations focused on the well-being of the nonprofit industry. Similarly, explore opportunities to collaborate with universities to increase individual user adoption, and to position BoardBuild as a program that creates new knowledge and insight beneficial to the greater nonprofit sector.
PRIORITY 2: HIGH-QUALITY CONSUMER SERVICE EXPERIENCE (CRM)

Until recently, BoardBuild had no customer relationship management system. Effectively managing 300+ BoardBuild users and 500+ prospects was virtually impossible – especially by a single staff member.

But that has changed. On March 1, 2020, SalesForce implementation began. Additionally, a part-time resource (10 – 15 hours per week) from UWTC was added to the BoardBuild team. At last, BoardBuild can leverage its new CRM to maximize opportunities for enhancing the consumer experience. Specifically, we envision:

- Unique, personal consumer experiences / relationships (current users)
- Simplified sales and marketing processes (prospects)
- Improved ability to cross-sell
- Faster, more customized responses to prospects and current users
- Enhanced consumer loyalty (less attrition)
- Metrics tied to consumer Key Performance Indicators

On March 1, 2020, SalesForce awarded BoardBuild a nonprofit account with 10 free licenses. BoardBuild has contracted CDC to design and configure the BoardBuild SalesForce account and contacts object. Existing prospect data consisting of 500+ records is scheduled for import at the beginning of April. Staff will work to fully populate this data. Future projects that include integration of engagement plans (detailed in Part D of the Appendix) will be dependent upon funding and staff resources.
PRIORITY 3: MEASURABLE COMMUNITY IMPACT (Key Performance Indicators)

OBJECTIVE: Above all, ensure that BoardBuild strengthens communities through well-governed, diverse Boards of Directors.

Accomplishing this objective means that the BoardBuild organization must be financially viable that delivers high-quality products and services to a receptive market.

How do we make sure this is happening? Through Key Performance Indicators (KPIs) for all functional areas of the organization. KPIs are measurable values the demonstrate how an organization is progressing toward achieving its organizational goals. Each Key Performance Indicator should be:

- Clearly defined
- Quantifiable
- Adaptable
- Crucial to achieving organizational objectives
- Practical and actionable

Tracking these indicators provides many benefits:

- Continuous improvement of our products and services
- Continuous operational improvement
- Empirical performance information for both current and potential funders
- Anecdotes and stories for marketing and communications to nonprofits and individuals

Part E of the Appendix provides operational standards that can be fine-tuned as Key Performance Indicator. The following functional areas are addressed:

- Board of Directors
- Executive Management
- Finance
- Planning
- Platform / Database
- Website
- Social Media
- Cybersecurity
- Individuals: Sales / Customer Service
- Nonprofits: Sales / Customer Service
- Corporations: Sales / Customer Service
- Foundations: Sales / Customer Service
- Corporate Sponsors: Sales / Customer Service
- Customer Relationship Management System
PRIORITY 4: SCALABLE OPERATIONAL PROCESSES

At its core, a scalable business is one that focuses on the implementation of processes that lead to an efficient operation. The workflow and structure of the business allow for scalability. As a novel tech solution without current direct competition in the nonprofit sector, BoardBuild has the opportunity for excellent growth potential.

A detailed workflow has been developed for each stakeholder:
- Individuals
- Nonprofit Organizations
- Corporations
- Foundations

Each workflow follows this outline:
- Gathering leads
- Selling (registration)
- Experience (training / educating; matching)
- Evaluating
- Enhancing

The diagram below provides brief instructions for interpreting the workflows.

Following the workflow, additional suggestions by the Strategic Planning Team, as well as proposed next steps, are presented.
STAKEHOLDER: Individuals

Goal: Make individuals aware of BoardBuild and its benefits so that they will sign up for the training, complete it, and get matched to a nonprofit board position.

**Gather/Quality Leads**
- Download of the Leadership Guide has been made from the BoardBuild website
- In-person contact has been made
- Direct referral or someone has reached out to ask about BoardBuild
- Contact information has been collected through marketing efforts
- Asked to be removed from contact list

**Cultivate**
- Phone call with contact
- Email contact with more information and they would be willing to get on the phone, and ask to make sure we classify them correctly as individual, nonprofit, or corporate
- No response to email
- Not ready to sign up at the moment
- Automated email follow up in X days
- No response to email
- Retarget with ads
- Response asking for more information

**Train**
- Signed up for BoardBuild service
- If not moving through training, send reminder emails (include open nonprofit positions they’d be interested in)
- Completed BoardBuild training
- If the training has been completed but a match hasn’t been made yet, send email about potential matches waiting on them

**Match**
- Matched with a nonprofit

**Evaluate**
- Follow up with surveys for the individual to complete

**Enhance**
- During annual planning, use empirical metrics and evaluation feedback to improve product, service, and workflow
<table>
<thead>
<tr>
<th><strong>INDIVIDUALS:</strong> Team Brainstorming Suggestions</th>
</tr>
</thead>
</table>
| **Generate leads** | Start with LFW, UWTC, NTxCF, minority umbrella organizations, etc.  
Cultivate and document 3+ high-profile success stories / testimonials (= engage consumers in emotional experiences that connect them to BoardBuild’s mission, vision and values). |
| **Make sales** | See flowchart. |
| **Train** | Ensure that individuals complete training. Contact them throughout the process (auto voicemail / email). |
| **Match** | See flowchart. |
| **Evaluate** | Satisfaction survey (1) after training and (2) after matching. |
| **Enhance**  
(Continuous Improvement) | During annual planning, use empirical metrics and survey feedback to improve product and service. |
| **Retain**  
(Customer Service) | Respond quickly after receiving surveys.  
Regular communication with individuals. |

**NEXT STEPS:** Using the flowchart, write a detailed job description. Develop a schedule / calendar. Determine required man-hours and skill set. Create Key Performance Indicators. Implement.
STAKEHOLDER: Nonprofit Organizations

**Nonprofit**

**Goal:** Get nonprofits to post open board positions so that individuals who have completed the training can be matched and fill the positions, as well as have members of the nonprofit complete the training.

**Gathering Leads**
- Download of the Leadership Guide has been made from the BoardBuild website
- In-person contact has been made
- Direct referral or someone has reached out to ask about BoardBuild
- Email contact with more information and they would be willing to get on the phone, and ask to make sure we classify them correctly as individual, nonprofit, or corporate
- Phone call with contact
- Request for in-person presentation
- In-person presentation in front of leadership and current board members
- Organization agrees to use/aligns up for the BoardBuild service
- Followers with original contact/decision maker

**Cultivate**
- Not ready to sign up at the moment
- Automated email follow up in X days
- No response to email
- Response to email asking for more information
- Send automated check-in update email in one month
- Response to email asking for more information

**Match**
- Pasted X number of open board positions on the BoardBuild platform
- Individuals in organization register and start the training
- Matched with a qualified new board member
- Nonprofit members complete BoardBuild training
- If not moving through training, send reminder emails

**Evaluate**
- Follow up with original contact/decision maker after X period of time to help with retention

**Enhance**
- During annual planning, use empirical metrics and evaluation feedback to improve product, service, and workflow

**4/17/2020**
<table>
<thead>
<tr>
<th>NONPROFIT ORGANIZATIONS: Team Brainstorming Suggestions</th>
</tr>
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<tbody>
<tr>
<td><strong>Generate leads</strong></td>
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<td><strong>Make sales</strong></td>
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</tr>
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<td>If nonprofit does not post, determine reason. Can this be automated?</td>
</tr>
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</tr>
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</tr>
<tr>
<td><strong>Evaluate</strong></td>
</tr>
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<td>Satisfaction survey after matching.</td>
</tr>
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</tr>
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</tr>
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<td>Regular communication with nonprofits.</td>
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**NEXT STEPS:** Using the flowchart, write a detailed job description. Develop a schedule / calendar. Determine required man-hours and skill set. Create Key Performance Indicators. Implement.
STAKEHOLDER: Corporations (recruiting employees)

Corporate

Goal: Get corporate partners to purchase, subsidize, or otherwise incentivize training spots for their employees, then have their employees complete the training and get matched with a nonprofit board position

Gather/Qualify Leads

- Download of the Leadership Guide has been made from the BoardBuild website
- In-person contact has been made
- Direct referral or someone has reached out to ask about BoardBuild
- Email contact with more information and they would be willing to give us the phone, and ask to make sure we classify them correctly as individual, nonprofit, or corporate

Cultivate

- Phone call with contact
- Request for in-person presentation
- In-person presentation in front of decision makers

- Not ready to sign up at the moment
- Follow up with original contact/decision maker

Train

- Signed up X number of their organization for BoardBuild service
- Individuals in organization register and start the training

- If not moving through training, send reminder emails (include open nonprofit positions they’d be interested in)

Match

- Completed BoardBuild training
- If the training has been completed but a match hasn’t been made yet, send email about potential matches waiting on them

- Matched with a nonprofit

Evaluate

- Follow up with original contact/decision maker after X period of time to help with retention

Enhance

- During annual planning, use empirical metrics and evaluation feedback to improve product, service, and workflow
### CORPORATIONS: Team Brainstorming Suggestions

| **Generate leads** | Start with the companies associated with LFW alumni and UWTC grantees (est 200+). Cultivate and document 3+ high-profile success stories / testimonials (= engage consumers in emotional experiences that connect them to BoardBuild’s mission, vision and values). |
| **Make sales** | See flowchart. |
| **Recruit employees** | If the employer does not post, determine reason. *Can this be automated?* |
| **Employee trained** | If the employee does not complete training, determine reason. |
| **Employee matched** | See flowchart. |
| **Evaluate** | Satisfaction survey to both employer and employee after matching. |
| **Enhance (Continuous Improvement)** | During annual planning, use empirical metrics and survey feedback to improve product and service. |
| **Retain (Customer Service)** | Respond quickly after receiving surveys. Regular communication with employers and employees. |

**NEXT STEPS:** Using the flowchart, write a detailed job description. Develop a schedule / calendar. Determine required man-hours and skill set. Create Key Performance Indicators. Implement.
STAKEHOLDER: Foundations

Goal: Get Foundations to supply funding in the form of grants to allow for the implementation and improvement of the BoardBuild service.

Gather/Qualify Leads

- Existing Funder
- First qualified appropriate funding sources through criteria
- Foundation has reached out to BoardBuild

Make a plan to renew funding from Foundation (Request Year 2 funding and ask for grantee participation in BoardBuild)

Follow a Foundation’s contest instructions. Call or email if none are listed.

- No response to call/email

Phone call with contact

- Response to email asking for more information
- Automated email follow-up in X days

- No response to email

Request for in-person presentation and demonstration

- Asked for more time before making funding decision

In-person presentation and demonstration in front of foundation executives

- Asked to submit proposal

Funding proposal has been declined

BoardBuild submits a proposal

- Keep Foundation up to date with BoardBuild progress

Ask to resubmit proposal with changes

Requested resubmission of proposal with changes

Organization agrees to fund the BoardBuild service

Steward

- BoardBuild puts funds to use

- Keep Foundation up to date with BoardBuild progress, as well as provide required reports and impact brought by the funding

Evaluate

- Annual visit to foundation to evaluate success (future funding grantees participating in BoardBuild)

Enhance

- During annual planning, use empirical metrics and evaluation feedback to improve product, service, and workflow

4/17/2020
**FOUNDATIONS: Team Brainstorming Suggestions**

| Generate leads | Start with current funders.  
| Build relationships that connect decision-makers to BoardBuild’s mission, vision and values. |
| **Potential Foundations:** Create criteria to “qualify” appropriate funding sources / proposal criteria.  
**PRO:** Funding for overhead / organizational development.  
**CON:** Too many restrictions, reporting requirements, excessive staff labor. |
| Request Year 2 funding and ask for grantee participation in BoardBuild | Use metrics and success stories as sales tool.  
Appointments – begin relationship-building.  
Encourage nonprofits that receive funds from target foundations to provide testimonials. |
| Relationship-building | Routine contacts (strategy customized to foundation) |
| **Evaluate** | Annual visit to foundation to evaluate success (future funding; grantees participating in BoardBuild). |
| **Enhance**  
(Continuous Improvement) | During annual planning, use empirical metrics and evaluation feedback to improve product and service. |
| **Retain**  
(Customer Service) | Respond quickly after receiving foundation input.  
Regular communication with foundations. |

**NEXT STEPS:** Using the flowchart, write a detailed job description. Develop a schedule/calender. Determine required man-hours and skill set. Create Key Performance Indicators. Implement.
PRIORITY 5: ENHANCING OUR HIGH-QUALITY PRODUCT (Proposed Future Offerings)

1: PROPOSED FUTURE COURSES

Courses to take the nonprofit to the next level:
1: Online training for board chairs & CEO’s
2: Committee training
3: Legal, financial & ethical compliance

Courses for special markets:
4: Governmental boards & commissions
5: Corporate boards

Outlines for these courses are presented in Part G of the Appendix.

2: POSITION BOARD BUILD AS THE EXPERT RESOURCE / CONVENER FOR NONPROFIT GOVERNANCE

A detailed workplan for this strategy is presented in Part H of the Appendix.