#

**Social Impact Institute: Strategic Planning Consortium**

**2019 Guidelines and Application**

# **Mission and Vision**

The Community Foundation for Loudoun and Northern Fauquier Counties was founded in 1999 to benefit the towns, countryside, and citizens of Loudoun and Fauquier Counties and surrounding areas.

# **About the Donors**

Funding for the Strategic Planning Consortium is made possible by 100WomenStrong and the County of Loudoun as part of the Community Foundation’s Social Impact Institute, offering “deeper dive” training and capacity building programing for local nonprofit organizations.

## **Strategic Planning Consortium ~ 2019**

A well-developed strategic plan is an essential tool for nonprofit organizations to advance their missions. Strategic planning consultants provide professional guidance and facilitation to help nonprofit Boards develop their long-range goals, objectives, and strategies. However, smaller organization often lack the financial resources to acquire quality strategic planning services.

Four organizations with an annual organizational budget of $500,000 or less will be selected to receive professional strategic planning services from Sandi Marra, Consultant, Capacity Partners, Inc. Selected organizations will be required to contribute $1,000 of the consulting fees for these professional services valued between $10,000 and $15,000 per organization.

**Program Design**

Selected organizations will be required to participate in an orientation conference call, in which Sandi Marra will review the Consortium’s timeline and provide list of tasks for the Board to complete.

Completed tasks will help each selectee to prepare for a one-day workshop attended by all selectee organizations. Executive staff and at least one Board member from each organization are required to attend.

After the strategic planning workshop, Sandi Marra will work directly with each organization to facilitate the development of a personalized strategic plan.

Selected organizations must understand and demonstrate in their application that strategic planning is a Board-driven process in partnership with the Executive Director. The strategic planning consultant provides valuable facilitation and strategic expertise to an organization’s planning process, but ultimately the organization’s Board of Directors, working in partnership with the Executive Director, will be responsible for completing the work to fully develop the strategic plan.

# **Eligibility Requirements for Applicant Organizations:**

* Must be a 501(c)(3) nonprofit public charity;
* Must serve Loudoun County in the human services sector;
* Current fiscal year’s operating budget shall be $500,000 or less;
* Must have a paid Executive Director (part-time or full-time) and a Board of Directors with at least five members, with no more than 30% of those Directors comprised of family members (the term “family member” shall mean any sibling, ancestor, descendant, or a spouse thereof);
* Must currently lacking strategic plan, or, be an organization with a strategic plan that needs to be updated or redeveloped;
* Priority will be given to successful grantees of 100WomenStrong and the County of Loudoun competitive grants process over the last two years; and,
* Consideration may also be offered to regional organizations. However, those groups must have (a) a Loudoun-based budget that is $500,000 or less, (b) a Loudoun-assigned paid executive leader, and (c) a Loudoun-based advisory board/committee.

**Commitments for Selected Organizations:**

* Selected organizations must pay $1,000 consultant fee to the Community Foundation by August 1, 2019;
* Board of Directors must identify one Board member to “chair” the Board’s strategic planning process (typically, not the Chair or Board President), working in partnership with the Executive Director;
* Executive Director and minimum of one Board member (ideally, your Strategic Planning Chair) must participate in a preliminary conference call and attend a one-day workshop (it is encouraged that as many Board members as possible attend) set for August 24, 2019; and,
* Executive Director and Board of Directors must commit to participation in strategic planning sessions with Sandi Marra, and completion of final strategic plan document and final program evaluation by February 28, 2020. Completed Strategic Plans shall be submitted as a “final report.”

# **Application Submission and Review**

Application and supporting documents must be **submitted electronically via email** to Nicole Acosta at nicole@CommunityFoundationLF.org **on or before July 8, 2019, 5:00 p.m.** (subject line: Strategic Planning Consortium Application).

##### **Program Timeline, Selection and Final Reporting**

Applications will be reviewed and selected by a review committee convened by the Community Foundation. Selected organizations will be required to complete a program evaluation at the conclusion of the program. Program timeline is as follows:

* July 19, 2019 - Applicants notified of final selections
* July-August 2019 – Executive Director and Board Strategic Planning Chair participate in video conference call for workshop preparation (date TBD based on participant availability)
* August 24, 2019 - One-day strategic planning workshop (Executive Director and minimum of Board Strategic Planning Chair required; it is encouraged that as many Board members as possible attend)
* Sept 2019-March 2020– Organizations work individually with Sandi Marra to develop strategic plans
* February 28, 2020 – Strategic plans must be finalized; organizations must complete final program evaluation and submit completed plan as a final report.

### Application Instructions

An application should include the following components:

1. **Application Cover Form**
2. **Strategic Planning Consortium Application** (no more than four pages total answering the questions stated on page 5)

(3)  **Supporting Materials**—Please attach a copy of the following:

* List of board of directors and their background
* Most recent Form 990 or 990EZ
* Most recent audit, review, compilation, or financial statement
* IRS letter of determination
* Current fiscal year organizational budget
* Listing of all foundation and corporate gifts for past two years
* An organizational chart
* A copy of your current or last completed strategic plan, if applicable

***Submit all application documents electronically via email by July 8, 2019 to:***

Nicole Acosta; nicole@communityfoundationlf.org

Community Foundation for Loudoun and Northern Fauquier Counties

Subject Line: Strategic Planning Consortium Application

For more information or questions, call Nicole Acosta, Director of Grants and Nonprofit Programs at 703-779-3505, ext 3

**Social Impact Institute: Strategic Planning Consortium**

**COVER FORM ~ 2019**

Organization \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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Application Contact Name \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Contact Phone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Contact Title\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Contact Email \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Organization Overview:**

\_\_\_\_\_ Yes, my organization addresses human service needs only in Loudoun County.

\_\_\_\_\_ Yes, my organization addresses human service needs regionally, but has (a) a Loudoun-based budget that is $500,000 or less, (b) a Loudoun-assigned paid executive leader and, (c) a Loudoun-based advisory board/committee. If your organization qualifies as such, please answer the questions below based on your Loudoun programs specifically.

Current Organizational Operating Budget: $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How many Board members does your organization currently have? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How many paid staff does your organization have? Full-time\_\_\_\_\_\_\_\_ Part-time\_\_\_\_\_\_\_\_\_\_

How many times does your Board meet per year? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name/Email of Executive Director \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name/Email of Board member who will serve as Strategic Planning Chair \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

What percentage of your board make financial contributions to your organization? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I certify that our Board and Executive Director have reviewed the Strategic Planning Consortium Guidelines and Application, including the program commitments required.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Executive Director Signature Board Chair Signature

**Social Impact Institute: Strategic Planning Consortium**

**APPLICATION ~ 2019**

(Completed application should be no more than four pages total, not including cover page and attachments)

1. **What is your organization’s mission statement?**
2. **What is your organization’s vision statement, if applicable? If your Board has not developed a vision statement, please answer “not applicable”).**
3. **Briefly describe your organization’s history and overall programs, including when founded, staffing/volunteer structures, and a description of programs and services provided in Loudoun County.**
4. **How does your organization currently measure its goals, objectives, or outcomes?**
5. **Has your organization completed a strategic planning process before? If yes, (a) describe when and the steps/process used to develop the strategic plan, (b) what was successful about that process, and (c) what was challenging or what barriers did you face (d) what is the expiration date of your current plan? If no, please describe what challenges or barriers have prevented you from completing a process in the past.**
6. **Thinking beyond your fundraising needs, what are two strengths, two weaknesses, two opportunities, and two threats your organization faces today (internal and/or external)?**
7. **Good strategic planning requires a strong partnership between the Executive Director and the Board, and commitment on the part of the Board of Directors to complete the tasks required to discuss, develop, write, and execute the plan. Describe your organization’s readiness to undergo this process.**