

2020 Strategic Plan

Operationalizing the Future
of AVL

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2020 Strategic Plan

Operationalizing the Future of AVL F

Background

AVLF has had a successful past four years since the development and launch of the 2015-2020 strategic plan. The organization was able to rally behind the ideas of the plan and has realized positive growth, increased fundraising, and greater organizational alignment.

As AVL F looked ahead to its 40th Anniversary, and the transition of the current Executive Director in 2021, the organization felt it was time to refresh the strategic plan and to ensure that the operational components are in place to support the accelerated growth and transitions expected in the coming years.

Based on what we heard in discussions with Deputy Director, Michael Lucas, much of the strategic vision, defined in the previous strategic plan, was still relevant and aligned with the organization. Therefore, in refreshing the strategic vision, we included an assessment of the human resource needs and board engagement with the operational plan for executing the organization's vision over the next three years, in light of anticipated growth.

With that in mind, the process undertaken aimed to deliver the key operational strategies for the organization over the next three years, including:

- A comprehensive plan that builds on the core elements of the AVL F mission, vision, values, and beliefs to drive ownership and impact through clearly defined priorities.
- An assessment of organizational capabilities required to execute the plan and achieve the three year objectives.
- A review of current programs and recommended approaches to managing future service offerings.
- A clear set of financial targets and key performance indicators to track progress.
- A detailed one-year execution plan connecting the top priorities to quarterly action
- Recommendations on key personnel the organization will need in place to execute on the one and three year plan.
- An appraisal of the current board composition, high-level assessment of the performance and effectiveness of the board, and recommendations to increase board engagement.

Project Objectives

The objectives for this project were:

- To provide the AVL F Executive Director, Deputy Director, and board of directors with a clear and concise roadmap to achieve their long term vision and fulfill their mission of creating safe and stable homes and families by inspiring attorneys to fight for equal justice.¹
- To develop a common understanding of the one and three year priorities of AVL F that will support the focus and alignment of organizational leaders, staff, and volunteer resources.

¹ Revised Mission statement is an outcome of the April 2019 planning process.

- To ensure that an effective human resources structure is in place to support the execution of the strategic plan.
- To develop and support the deployment of a structured approach to planning and performance assessment that will increase the operational effectiveness of AVL F.
- To provide AVL F with well defined recommendations to ensure that the board has the collective knowledge, skills, and experience necessary to oversee and advise AVL F management.
- To develop a clear delineation of responsibility between the board, Executive Director, Deputy Director, staff, and volunteers.
- To clarify the extent to which the board is involved with operational activities in addition to its primary role of oversight in order to enhance its effectiveness and engagement.

In achieving these objectives, the following parameters were considered in developing the plan:

- Alignment between the operational and strategic goals of the AVL F.
- Participation by, and commitment from, the board, Executive Director, Deputy Director, and staff.
- Simplicity of administration and avoidance of bureaucracy.
- Identification of metrics that are appropriate.
- Consideration of available but limited volunteer resources.

Process

An iterative and inclusive process to develop the 2020 Strategic Plan was followed:



Strategy is only as valuable as the execution therefore we believe that the best Strategic Plans are clear and easy to understand, communicate and measure. Accordingly, the final artifact of the strategic planning process has been delivered in a format that is as simple and concise as possible; the One Page Strategic Plan.²

² Appendix A

Discovery

The Discovery process encompassed the following:

- A review of the 2015 Strategic Plan- gaps and strengths.
- Identification of internal organizational changes and external landscape shifts since 2015.
- An appraisal of operational performance including financial reports, funding data, and program statistics.
- A review of organizational structure and current staffing including the identification of skills gaps and notable strengths.
- An appraisal of the effectiveness of communication and role clarity between executive leadership, staff, and board members.
- A review of board governance documentation, committee terms of reference, bylaws, and operating guidelines.

In addition to conducting independent document reviews, fifteen one-on-one meetings with selected stakeholders were conducted and online surveys were distributed to all staff, board, and junior board members of which thirty one staff surveys, and thirty three board surveys were completed and returned. ³

Strategic Plan Development

In keeping with the desire for an inclusive and transparent process, the 2020 Strategic Plan was developed with the full participation of staff members, Executive Director, Deputy Director, board, and Junior board members in meetings and workshops held over the course of five days.

The aims and outcomes of each working session were as follows:

Phase One (Vision, Culture, and Long Term Targets)⁴

- Review of the format and key elements of the One Page Strategic Plan including the identification of ownership for each section.
- Clarification and/or development of the core values, beliefs, mission, and core purpose of AVL F.
- Definition of the leadership commitments to support the integration of values and mission.
- Definition of a future stretch goal (North Star vision).
- Identification of the “one number” to focus and drive organizational activity.
- Definition of where the AVL F wants to be in three years including services that will be offered, to whom, and where.
- Identification of the critical organizational competences required to achieve the three year targets.

³ Appendix B: Staff and board interview questions and survey reports

⁴ Definition of the Brand promises and associated KPIs (Kept Promise Indicators) were not included in this project to avoid overlap with the scope of the Brand Strategy project team.

Phase Two (Linking the Long Term to the Mid-Term)

- Development of quantifiable one year targets.
- Identification of key priorities/actions to achieve the one year targets.
- Definition of the critical metrics to gauge progress towards one year targets.

Phase Three (The Next Ninety days)

- Development of quantifiable ninety day targets.
- Identification of key priorities/actions to achieve the ninety day targets.
- Definition of the critical metrics to gauge progress towards ninety day targets.
- Assignment of individual roles and responsibilities for plan execution.
- Design of a meeting structure to manage the plan going forward and set an organizational cadence for performance management.

Further, in the course of developing the Strategic Plan, particular attention was paid to the resources, operational systems, and processes required to support its successful execution.

The Human System

In developing recommendations for successful plan execution the following human resource aspects were considered:

- Notable gaps in the current organizational structure.
- Current operational systems and administrative burden.
- Organizational culture and internal team dynamics.
- Workforce stability and the maintenance of operational momentum through the upcoming leadership transition.

Board Effectiveness and Engagement

Recommendations for development of board processes and ongoing engagement of board members in the deployment of the strategic and operational plans were developed in consideration of:

- Expectations of board support and performance in key areas of responsibility, including mission, programs, resources, funding oversight, and stewardship.
- Current board policies and practices.
- Current levels of board engagement and readiness to support evolving organizational needs.

2020 Strategic Plan Outcomes

Beliefs and Core Values

In our experience organizational success lies at the intersection of values derived from deeply held beliefs and a solid plan. Grounding the 2020 Strategic Plan in a clear set of shared values ensures that you begin with a firm and sustaining foundation.

Beliefs

Defining the things your team believes in, and is willing to commit to, will inform organizational actions. Continuous reflection on these beliefs is a way to underpin your mission and core values.

At AVL F we believe:

- Our clients are entitled to feel safe, valid, and known.
- Our clients should be the writers of their own stories.
- Poverty should not be a barrier.
- Everyone deserves access to advocacy and representation.
- In investing in our team.

Core Values

Values shape organizational culture by guiding how you interact with others, how you make decisions, and the type of work you undertake. When you articulate and communicate your values to your team and to others, you can begin to align your actions with what the organization truly believes in. The following values were developed by the team:

- We build trust by serving with professionalism and integrity.
- We know innovation demands that we ask, “Why?” and “Why not?”
- We are collaborative.
- We are inclusive and respectful, and we uphold dignity.
- We show up with intention: tenacious and unafraid!
- We advocate with passion and empathy.

Recommendations

To institutionalize beliefs and core values we recommend that a small cross-functional team be formed to identify everyday actions that further define and reinforce the desired behaviors associated with each core value.

We also recommend that executive leadership define specific actions that they are willing to take in the months and years ahead to best allow the organization to fulfill and achieve its mission, live its core values, and uphold its beliefs.⁵

⁵ These actions should be incorporated into column two of the One Page Strategic Plan

Mission

In recognition of the evolving resources and skills engaged in fulfilling the AVL F mandate, the organizational mission statement was revised for the 2020 Strategic Plan:

“To create safe and stable homes and families by inspiring the fight for equal justice.”⁶

North Star Vision

Bigger, bolder and more powerful than long- and short-term goals, the North Star vision typically takes a ten to twenty year commitment, but provides an exciting, tangible and inspiring objective for the organization.

Supported by the achievement of operational excellence, continued innovation in program development, community-changing thought leadership, standardized programming, and national replication through a network of trained partners, the AVL F North Star is bold, engaging, and thought-provoking:

AVL F is the national leader in innovative, holistic legal programs that promote safe and stable homes and families. Our Atlanta programs are a national model and a catalyst for change in the way civil legal services are delivered and deployed as a vehicle for community change.

Recommendation

To clarify the scope and clearly communicate the aspirational vision of key stakeholders we recommend that you continue to refine the North Star through ongoing engagement and discussion.

One Critical Number

Defining a unique performance indicator that aligns with your strategic anchors, supports achievement of your three year targets, and provides insight into future performance is a powerful way to galvanize your team and provide a focal point for their efforts.

Recognizing the importance of a clear, distinct, and well understood identity, and in conjunction with the development and launch of Brand and Communications Strategies, the one critical number for AVL F will be measured and monitored through a third-party survey conducted at set frequencies to assess the **“awareness level of AVL F amongst target audiences in Fulton County.”⁷**

⁶ Former Mission: To create safe and stable homes and families by inspiring attorneys to fight for justice.

⁷ Awareness level is intended to guide organizational efforts to both clarify the services and support available through AVL F to potential clients, partners, and donors but to differentiate AVL F from other organizations in Atlanta. Awareness beyond Fulton County will be measured in subsequent years.

Recommendation

We recommend that you assess the feasibility and suitability of the “One Number” by engaging the services of a professional research company to scope, design, and provide a quotation for executive and board consideration.

Three Year Sandbox

After establishing the foundational elements and envisioning an aspirational future, the planning horizon shifted to a three year timeframe. The three year sandbox defined by the team responded to three specific questions:

- In which geographic area will AVL F focus its programming?
- What services will AVL F provide, and
- For Whom

AVL F will focus on providing its services in Fulton County (with selected Clayton County support). The organization will continue to provide established programs directly managed by AVL F staff, those delivered in partnership with other agencies, or as a referral service and will only introduce new programs following a thorough needs and resource demand assessment. Services will be provided to individuals that meet the eligibility criteria for income and residency or case resolution in Fulton County.⁸

Three Year Targets

An important step in effectively monitoring and managing performance to the plan is setting quantifiable targets. The following key performance indicators were selected with specific goals to be established for achievement by December 31, 2022:

- Revenue of \$6.5M
- Reserve: \$1.75M ⁹
- Reduction in unplaced eligible client cases¹⁰: 25% annually from 2020-2022
- Awareness Level (critical number): TBD
- Volunteer recruitment and retention: TBD
- People-focused measure: TBD

Recommendation

We recommend that you assess the availability and reliability of data to support the initial establishment, ongoing measurement, and reporting of these key performance indicators in preparation for the deployment of the Strategic Plan in January 2020.

⁸ Income >200% of the Federal Poverty Guideline or less and resident of Fulton County or have a case that can be resolved in Fulton County.

⁹ 25% of the predicted 2023 (following year) budget

¹⁰ As a result of not having a volunteer attorney to assign to the case within the target time frame

Three Year Capabilities

Having defined the sandbox, established targets, and in consideration of the identified internal strengths, weaknesses, opportunities, and threats¹¹ the organizational capabilities to be developed in order to meet or exceed the three year goals were identified.

- Effective and high quality program delivery.
- Strong and deep programmatic development.
- Robust and scalable internal processes and systems.
- Embedded processes and practices to identify and mitigate against organizational risk.
- Excellence in internal and external communications.
- High competency in attracting, engaging, and retaining volunteer and funding resources.
- Established network and nurtured partnerships that go beyond the legal community.
- Organizational depth of diverse skills through continual investment in human resources.

Recommendation

To clarify the scope and clearly understand the desired state of full competency compared to the current state, we recommend that you refine the stated capabilities through ongoing engagement and discussion with all stakeholder groups.

One Year Targets

The next step towards operational execution of the Strategic Plan was to link the high level three year strategy to an annual plan headlined by quantifiable targets.

The following key performance indicators were selected with specific numeric goals to be established for achievement by December 31, 2020:

- Revenue of \$5M
- Reserve: \$1,375,000¹²
- Reduction in unplaced eligible client cases¹³: 25%
- Awareness Level (critical number): TBD
- Volunteer recruitment and retention: TBD
- People-focused measure: TBD

One Year Strategic Priorities

Enabling the shift from complex strategy to execution, the definition of one year strategic priorities identifies the specific actions AVL F must apply, in measurable terms, to meet or exceed your one year goals while continuing the development path towards the desired three year capabilities.

One program-specific and six operational priorities were identified for execution in 2020.

¹¹ Refer to the One Page Plan and Appendix J for a light-touch SWOT matrix.

¹² 25% of the 2020/ 2021 (following year) budget

¹³ As a result of not having a volunteer attorney to assign to the case within the target time frame

Supporting the three year capabilities of effective and high quality program delivery and strong and deep programmatic development.

1. Develop program-specific SMART¹⁴ goals according to the following guidance:¹⁵

- Invest to innovate the following programs:
 - Safe Families Office
 - Family Law Office
 - Saturday Lawyer Program
 - Standing With Our Neighbors
- Maintain and grow the following programs:
 - Standing with Survivors
 - Dollars for Judgments
 - Eviction Defense
 - Housing Court Assistance Center
 - Guardian ad Litem
- Assess to Develop, Discontinue or Transition the following programs:¹⁶
 - Bankruptcy Program (Assess Future)
 - Probate Information Center (Assess Future)
 - Judicial Bypass
 - LICAP (Discontinue)

In alignment with the three year capability of having robust and scalable internal processes and systems.

2. Conduct an operational assessment to improve efficiency and effectiveness of all key program delivery processes.

- Map core processes
- Identify gaps
- Develop and begin to implement the plan to close identified gaps

Supporting the three year capability of achieving excellence in internal and external communications.

3. Develop a comprehensive communication strategy.

- Build communications team, processes, and analytics.
- Deploy the strategy.

In keeping with the three year capability of achieving high competency in attracting, engaging, and retaining volunteer and funding resources.

¹⁴ (SMART) Specific, Measurable, Attainable, Realistic, and Time-Bound

¹⁵ Refer to Appendix C for program matrix

¹⁶ Consideration will be given in 2021 or beyond to new Criminal and Appellate Programs under S&SF.

4. Conduct an operational assessment of volunteer management and design a comprehensive development strategy.
 - Map primary processes for volunteer management (attract, engage, onboard, train, retain, and communicate)
 - Identify process gaps and develop a plan for closure.
 - Build Development team, processes, and analytics.
 - Deploy the strategy.

Initiating action towards the development of the three year capability to have an established network and nurtured partnerships that go beyond the legal community.

5. Map the current partnership landscape and develop the “best partnership” criteria.
 - Generate targets for 2021.

In line with the three year capability to have organizational depth of diverse skills through continual investment in human resources.

6. Recruit and onboard a Senior Human Resources/Operations leader.
 - Develop and deploy a talent development system.

In support of the three year capability of having embedded processes and practices to identify and mitigate against organizational risk.

7. Complete comprehensive risk-assessment for all critical processes.
 - Respond to identified major risks.

Recommendations

The work to define the top level program-specific goals (Goal #1) must be completed by Program Directors in conjunction with their teams. These goals should then be validated against the annual and defined quarterly roadmap.

We recommend that you initiate the recruitment process for a Senior Operational leader immediately to ensure that the necessary operational process assessments are completed and Human Resource management system frameworks developed prior to the planned January 2020 launch of the Strategic Plan.

Ninety Day (Quarterly) Targets

The final step towards readying the plan for operational execution is to link the twelve month strategic priorities to a quarterly roadmap headlined by quantifiable targets. The following key performance indicators were selected with specific goals to be established by quarter beginning with Q1 (January to March 31, 2020):

- Revenue of \$M: TBD

- Reserve: \$M¹⁸ TBD
- Unplaced eligible client cases¹⁹
- Awareness Level (critical number): TBD
- Volunteer recruitment and retention: TBD
- People-focused measure: TBD

Ninety Day Priorities (Quarterly Rocks)

Rocks are your organization's quarterly action items that are of the highest priority. Rocks are the action items that will be most responsible for achieving your quarterly and annual goals. For each rock, an individual or a team is designated to "drive it home."²⁰

Recommendations

Following completion of the program-specific goals (Goal #1) and using the template provided²¹ as a guideline, the quarterly rocks must be defined at the top organizational level.

We recommend that there be no more than five rocks for the organization each quarter and no more than three for an individual.

We recommend that in the development of the quarterly execution plan you consider the engagement of an experienced facilitator to work with the internal and external stakeholders to complete the critical process mapping activities identified in Goals #2, 4, and 5.

We recommend that organizational level rocks form the basis of individual rocks to be developed by functional leads with their direct reports. Just as organizational level rocks are headlined by quantitative targets, we recommend that personal rocks be measurable and follow the SMART structure for goal-setting. These defined personal rocks should also inform the team member performance management system.²²

Meeting Cadence

The key to ensuring your culture, strategy, human system, and execution is not looked at once a year is to plan the year in advance. This means making sure you stay focused on your strategy

¹⁸ 25% of the 2021 (following year) budget

¹⁹ As a result of not having a volunteer attorney to assign to the case within the target time frame

²⁰ In the development of quarterly rocks, the RACI approach should be considered. R= Responsible. A= Accountable. C= Consulted. I= Informed.

²¹ Appendix D: Quarterly Roadmap

²² The far right column on the backside of the One Page Strategic Plan document may be used to record personal rocks each quarter. Using the tool, team members can develop "Personal One Page Plans".

and execution by establishing an organizational rhythm of meetings and communication tactics to drive the best human behavior and establish a high level of ownership within your team.

Recommendations

We have provided a proposed planning and communication rhythm (Appendix E).

We recommend that you identify an internal communication champion to lead the development of standard meeting agendas, ensure the meeting cadence is upheld, and monitor ongoing effectiveness.

Dashboard

Having set quantifiable goals, finding unique, creative and appealing ways to communicate the measured and monitored progress in your organization and achievement of your goals will drive effective internal communication and galvanize your team's effort.

Recommendations

Upon finalizing the three year, one year, and quarterly numeric targets²³ we recommend that you validate the sources of all performance related data, assign an internal champion to compile the metrics each month, and develop a performance dashboard that will be visible to all team members.

Final Notes on Successful Execution

Operationally executing the outcomes of the 2020 Strategic Planning process will require you, your team, and board to put an organizational rhythm in place that will help you achieve the results you want. The rhythm must regularly integrate core principles (beliefs, values, and mission), inspire team cohesion, inform the human system, and reinforce individual and team ownership for results.

One of the most important aspects of setting the rhythm is that it shapes a culture of trust and accountability. Knowing what's going to happen every day, knowing what's expected, being able to see what lies ahead, and celebrating the results together fosters the creation of a strong team capable of staying the course, even through the challenges of growth. It's also the makings of a culture in which everyone can "care out loud!"

²³ Revenue, surplus, retention, awareness, unplaced eligible cases, people metric

The Human System

Investing in the team for strong strategic execution.

Human Resources Management

The AVLF team is engaging, mission-focused, and talented. Despite feeling overwhelmed by work demands and experiencing feelings of frustration in some areas from an absence of systems, processes, or technology that works, they are highly motivated by their work, emotionally connected to each other, and fully committed to the success of AVLF.

As evidenced by survey responses, shared during one-on-one meetings, and voiced during the workshops, staff believe that “investing in the team” should be a top priority for AVLF leadership. Further, given the human-intensity of the work it is clear that the successful deployment of the Strategic Plan will depend on your ability to develop and put in place the consistent processes that comprise the human system.

Looking ahead to the transition of the Executive Director and the need for continued, and perhaps increased, external community engagement by the top leader, maintaining stability through growth and providing consistent internal team focus will, in our view, necessitate the addition of a dedicated and distinct senior leadership position.

Key Positions

Senior Director of Operations (COO)

A key member of the leadership team and reporting to the Executive Director, this new position calls for an experienced and efficient leader, able to maintain control of diverse operations while championing the evolution of a strategically aligned organizational culture. A passionate people and process expert, their drive for operational excellence should know no bounds as they seek creative ways to inspire and bring out the best in others.

Internally facing and externally connected, the Sr. Director of Operations (COO) will be accountable for supervising the operational performance of AVLF. The goal is to secure the functionality of core processes and systems to drive extensive and sustainable growth while nurturing and growing team members. A key communicator and coordinator, this role requires a high degree of initiative, sound judgment, operational excellence, and people leadership.

Human Resources Manager

Reporting to the Sr. Director of Operations(COO), the Human Resources Manager is responsible for facilitating exceptional relationships with internal and external stakeholders as well as providing best practices to attract and retain staff and volunteer talent, build AVLF’s brand and ensure that your team reflects your core values.

Recommendations

Your ability to attract, recruit, engage, and retain top talent will depend on the strength of the internal Human Resources management systems and resultant team member experience. We recommend that you replace the outsourced services currently being provided by Selden Beattle Inc.²⁴ with an in-house HR Manager.

Alternatively you may consider including Human Resources leadership in the scope of work associated with the new Senior Director of Operations (COO) role recognizing that as your team grows it is likely they will require the additional support of an HR Administrator.

During the course of the working sessions additional organizational staffing gaps were identified in a number of areas including:

- Formalization of the interim management and additional resources to expand the Communications team.
- The addition of a Development Manager and resources to expand and strengthen the team.
- The addition of a dedicated Recruitment Coordinator (potentially consolidated with HR Manager responsibilities)
- Additional program specific needs, in particular staff attorneys and Program Directors.

We recommend that you engage the services of an external agency to support you in the process of conducting a full needs assessment, prepare role descriptions, scout locations, and develop candidate screening tools.

Workshop Activity: Do More Great Work

Adapted from Michael Bungay Stanier's book Do More Great Work²⁵ the AVL staff team was asked to complete a pre-workshop exercise to create a personal map indicating the proportion of their daily activity that could be defined as either bad work, good work, or great work²⁶.

Findings and Themes

As expected, responses varied significantly by individual with the overall average of those reporting indicating that less than twenty five percent was viewed as bad work; this however represents an opportunity to decrease organizational activity that may be viewed as wasteful.

Bad work is showing up in the form of:

- Repeated follow-ups on recurring tasks.

²⁴ Section 5.3 of the engagement contract requires 60 days written notice for termination

²⁵ Stanier, Michael Bungay. Do More Great Work, Workman Publishing Company, New York, NY (2010).

²⁶ Definitions of Bad work, Good work, and Great work as well as a summary of respondents may be found in Appendix F

- Resolving internal team conflicts
- Incorrect referrals from other agencies
- Managing difficult client, landlord, or partner dynamics
- Ineffective or needless meetings (that could be replaced by emails or calls)
- Salesforce administration, data entry, and error correction
- Expense, credit card, and reimbursement administration
- Searching the T Drive and overcoming other technology issues
- Poorly attended outreach events or attending events that have no impact
- Document translation and manual file management
- Attending PADV and VLAN meetings
- Correcting mistakes made by others

Whereas Great work presents itself in the form of:

- Clients reaching milestones
- Happy clients (smiles on faces) and fulfilling a client need
- Feeling the immediate impact of a client's life positively influenced
- Staff recognition and clear communication within the team
- Participating in well attended outreach events
- Neighborhood canvassing
- Organizing tenants and educating them on their rights
- Helping others solve problems
- Writing about the work of AVL and addressing new audiences
- Finding new partners
- Supporting, connecting, and empowering clients
- Training
- Planning, executing, and growing projects
- Building the mobile advocacy program
- Being a client's first contact during a crisis
- Connecting with a new volunteer
- Attending court with attorneys and supporting cases

Recommendations

In conjunction with solving the systemic process and communication issues under the 2020 Goals #2, #3, and #5, we recommend that team leaders continue to engage with their direct reports to identify opportunities to surface, reduce, or eliminate tasks and activities that are viewed as Bad work.

Given that virtually all tasks identified as Great work involved external client impact or a realized positive impact on an individual or team through a direct action, we recommend that opportunities to maximize storytelling and sharing of "team wins" be identified.²⁷

We further recommend that opportunities are created for team members in non-client facing roles to join others in the community through "experiential days" or other means.

²⁷ Kudos, shout-outs, and storytelling should become a standard agenda item in one or more of the regular meeting and communication rhythm forums.

Board Effectiveness and Engagement

Leveraging the board for strong strategic execution.

The Role of the Board

The AVL F Board of Directors and Junior Board members play a critical part in achieving the organization's outcomes, giving up their time, voluntarily, to bring a wide range of skills to the oversight, management, fundraising, and day-to-day operations of AVL F. Continued guidance from the board and enhanced engagement with the executive leadership can offer a number of important benefits, including:

- Better organizational strategies and plans.
- Improved operational effectiveness.
- More prudent regulatory compliance, financial and risk management.
- Improved member and stakeholder engagement and communication flow.
- Increased likelihood and degree to which the organization will deliver on its funding goals, grow, and fulfill its mission.

Principles of Good Governance

Effective governance structures allow organizations to create value, through innovation, development and exploration, and provide accountability and control systems commensurate with the risks involved.

A number of recommendations resulted following a high level assessment of the effectiveness of the AVL F Board and Junior Board in the following areas:

- Rules, Roles, and Responsibilities: the need for clarity.
- Board Composition: the right group of people.
- Vision and Strategy: an appropriate vision and set of strategies.
- Engagement: effective stakeholder engagement.
- Board Effectiveness: appropriate board structures and processes.
- Culture and Ethics: a healthy culture in the boardroom and throughout the organization.
- Organization Capacity Building: building and maintaining organizational capability to deliver on the mission.
- Information and Accountability: the right information at the right time.
- Organizational Performance: a focus on effective funding and use of resources.

Rules, Roles, and Responsibilities

Many board members serve for months before they really understand what they are supposed to do and how they can best contribute. This confusion can waste valuable time and energy for an organization. Clearly written job descriptions cut through the confusion.

Recommendations

In addition to providing a mechanism for communicating the minimum commitments and performance expectations²⁸ of at-large directors, role descriptions can provide a baseline for the activity of board self-assessment.

We recommend that simple role descriptions be developed for general board membership and that committee roles be clearly outlined in policies developed to operationalize the bylaws.

Further, for role descriptions used to recruit board members, we recommend that three additional pieces of information be included:

- **Qualifications and Skills**
 - What specialized or practical skills are needed to do the job?
 - What human relation skills, such as communication and problem solving, are needed?
- **Benefits²⁹**
 - What benefits can a board member expect to receive? This might include:
 - Satisfaction of making a difference in the community.
 - Opportunity to work directly with clients of diverse backgrounds.
 - Opportunity to work with other community supportive professions (social work, outreach)
 - Opportunity to receive training and case experience outside of current specialty.
 - Access to Senior Attorneys and mentoring opportunities.
- **Time and Financial Requirements**
 - What is a realistic estimate of the time required to be a board member?
 - What are the personal and professional fundraising expectations of me as a board member?

Board Composition

Building a great board is a long term initiative that requires processes to manage succession, recruit the right people, onboard them effectively, and provide them with the opportunity and support to do great things.

Now that you have identified the organizational capabilities required to achieve your three year targets and linked those to one year strategic priorities you are well positioned to take stock of the board's current skills and attributes in light of the organizational needs to determine what experience and abilities are still required.

²⁸Created in 2018, the Minimum Performance Standards for AVL F At-Large Directors document is included as Strategic Plan: Addendum C

²⁹ Refer to Appendix G for additional ideas arising from the board workshop Marketplace breakout session and key questions related to recruiting younger board members and winning the battle for volunteers

A successful board recruitment effort depends on there being a strong organizational foundation in place, and having your work in the community recognized, valued, and well understood beyond the present board and staff members.

Obstacles to recruitment may be:

- People knowing little about AVL, the organization's distinct programs and services, or discomfort with the focus of your work (i.e. Domestic Violence, perceptions of unwinnable cases, or the perceived transactional nature of Landlord & Tenant issues).
- Many will not be sure what contribution they are able to make, what you believe they add to the Board team, and what they can reasonably expect from others involved (Board members and staff).
- In considering recruitment to the Junior Board; those without Board experience may feel intimidated by the mere idea of becoming a Board member or be unclear on the potential benefits of joining a Board at this point in their career.
- Many candidates will not have the time; perhaps they are already heavily committed to another community organization or are at a stage in their life when career and/or family commitments are heavy.

Recommendations

In light of planned departures and to ensure a smooth transition of membership we recommend that the board activate the Nominating or Board Development Committee to oversee the process of selecting new members. Assessing the current makeup of the board is a key role of the committee and the first step to identifying what skills, experience and demographics would best suit the board in the upcoming years.³⁰

In keeping with the strategic priority to sharpen communications, clarify brand messaging, and increase awareness in key audience segments, we recommend that you develop training materials for current board members to ensure they are equipped with clear talking points for discussions with potential candidates, funders, or supporting partners.³¹

Aligned with the strategic priority to understand and improve volunteer management processes, we recommend that the role of the board in candidate recruitment and the processes used to onboard candidates be included in this scope of work. Particular consideration should be given to recruitment of junior board members or those without previous board service experience.

³⁰ As a tool to augment the current board Information form and as a succinct way to summarize individual member bios (currently being updated), an example board matrix is provided in Appendix K

³¹ Refer to Appendix G: Board workshop Marketplace breakout responses reinforcing the board's need for clear messaging and talking points.

Vision and Strategy

It is well established that strategic planning is a critical component of good management and governance. Planning helps ensure that an organization remains relevant and responsive to the needs of its community, contributes to organizational stability and growth, provides a basis for monitoring progress and for assessing results and impact, and facilitates new program development.

From a governance perspective, planning enables the board to set policies and goals to guide the organization and provides a clear focus to the Executive Director and staff for program implementation and management.

Recommendations

The inclusion of all board and junior board members in the strategic planning process and the commitment and engagement shown by members throughout its development demonstrated a strong commitment to the future success of AVL F.

We recommend that the board maintain this high level of engagement to ensure organizational readiness and capacity for a successful launch in January 2020. In particular, all board members must fully embrace their responsibilities in providing financial resources, human resources (volunteers), expertise (in systems and process design), and community relationship support (in partnership with the Executive Director).

Engagement and Effectiveness

Created in 2018 the Minimum Performance Standards for AVL F At-Large Directors guidance document³² was designed to expand on the Foundation's bylaws and to clearly communicate the engagement and performance expectations of board directors in the areas of:

- Understanding the Foundation
- Governing the Foundation
- Funding the Foundation
- Participating as a pro bono volunteer

Recommendations

During the discovery phase a number of concerns were surfaced regarding inconsistent member engagement levels across the board and junior boards. We recommend that the board move to broadly communicate the minimum performance standards and instill a clear expectation of personal accountability to all members³³.

³² Refer to Strategic Plan: Addendum C

³³ Including (as appropriate) introducing individual member self-assessments.

A number of board members expressed a measure of discomfort while making a funding “ask”. Given the heavy reliance of the organization on its board members to secure funding commitments, we recommend that specific materials be prepared and that training be offered to all board and junior board members to increase clarity of messaging and overall confidence levels.

Further, we recommend that the Executive Committee propose the adoption of a board self-assessment ³⁴ process to be completed at set intervals to gauge overall performance and engagement levels with the intention of communicating and addressing areas of deficiency as efficiently as possible.

Alternatively, in lieu of a formal self-assessment process, we recommend that the board regularly raise the following questions to unearth opportunities to improve overall engagement and effectiveness.

- Are we leveraging the full board and junior boards to their maximum potential?
- Do we have the right mix of people?
- How do we help members engage more, both as volunteers and as fundraisers?
- Are board members meeting their financial commitments?
- Are board members knowledgeable about our programs?
- Do board members show up for meetings and events?
- Are board members actively participating in committee work?
- Do we have committees in place to support each strategic priority?
- Are board member roles defined and are goals clear?
- Are processes in place to measure whether our two boards are fulfilling those roles and are we meeting expected goals?

Organizational Capacity Building

Capacity building is an investment in the effectiveness and future sustainability of the organization. Essentially it is whatever is needed to bring AVL F to the next level of operational, programmatic, financial, or organizational maturity, so it may more effectively and efficiently advance its mission into the future. With access to a vast network of resources the board has an important and ongoing role to play in the creation of a sustainable and effective organization.

Recommendation

In addition to the short term need of ensuring that there is a solid succession plan in place and continuing their ambassadorship in fundraising efforts, we recommend that the board engage with the Executive Director and Deputy Director to identify organizational systems, training and development needs of staff that may be addressed through the network of board resources.

Information and Accountability

Effective communication between board members and executive leadership ranks high on the priority list for successful strategic execution. Implementing processes that foster strong

³⁴ A sample Self-Assessment survey has been provided in Appendix H

communication, timely exchange of information, and reliable internal governance practices is a vital step in preparing for growth.

Recommendations

We recommend that the board adopt a standard board calendar to serve as a framework for establishing a rhythm to address board-specific deliverables .³⁵

To support the execution of reliable, timely, and easily accessible information³⁶ to all directors we also recommend that the board appoint or engage the services of a Corporate Secretary to:

- Fulfill the foundation board and board committee meeting requirements, including logistics, preparation, attendance and follow up for all meetings.
- Create and maintain corporate documents and records, including meeting minutes.
- Act as the general liaison between board directors, Executive Committee President, and executive Leadership.
- Provide expertise and advice on matters of corporate governance, including ongoing research to maintain best practices in corporate governance.
- Develop and maintain policies and procedures, under the direction of the Executive Committee, executive leadership, and in coordination with staff.

Organizational Performance

The board oversees and governs the strategies and operations of the Foundation. Because it delegates the development of strategy and operational delivery to the Executive Director it is essential to keep lines of communication open between the two parties. In particular, there should be regular and intentional conversations to align expectations, evaluate performance of the fundraising engine, gauge use of resources, and appraise achievement to objectives.

Recommendations

In consideration of the upcoming leadership succession and the desire to maintain operational momentum through the transition period, we recommend that the board adopt the practice of conducting an annual Executive Director performance appraisal. Rather than being just a once-a year event focused on an interview, the performance discussion should be a continuous process that is forward-looking that helps to clarify communications and expectations.

We also recommend that a review of the Executive Director compensation package be undertaken and that a board committee be created to complete the appraisal and prepare recommendations for remuneration changes for full board consideration and approval.

³⁵ An example Board Calendar has been provided in Appendix I

³⁶ The use of a board portal to centralize information in a secure and easily accessible platform can also substantially enhance board effectiveness and efficiency of information sharing.

Appendices

Appendix A: One Page Strategic Plan



CORE VALUES/ BELIEFS (Should/ Shouldn't)	MISSION (Why)	TARGETS (3 YRS.) (Where)	GOALS (1 YR.) (What)																																																																
VALUES We build trust by serving with professionalism and integrity. We know innovation demands that we ask, "Why?" and "Why not?" We are collaborative. We are inclusive and respectful, and we uphold dignity. We show up with intention: tenacious and unafraid! We advocate with passion and empathy.	Mission: To create safe and stable homes and families by inspiring the fight for equal justice. ACTIONS (To Live Values, Mission, and strive for North Star) <table><tr><td>1</td><td>Recognize staff who are living core values in their daily work at every staff meeting.</td></tr><tr><td>2</td><td>Leadership assesses fidelity to core values on a quarterly basis.</td></tr><tr><td>3</td><td>Leadership assess actions towards achieving North Star on a quarterly basis.</td></tr></table>	1	Recognize staff who are living core values in their daily work at every staff meeting.	2	Leadership assesses fidelity to core values on a quarterly basis.	3	Leadership assess actions towards achieving North Star on a quarterly basis.	<table><tr><th colspan="2">Future Date: Dec. 31, 2022</th></tr><tr><td>Revenue</td><td>\$6.5M</td></tr><tr><td>Reserve</td><td>\$1.75M</td></tr><tr><td>Reduction in unplaced eligible client cases</td><td>25% annually 2020-2022</td></tr><tr><td>Volunteer recruitment and retention</td><td>TBD</td></tr><tr><td>People focused measure</td><td>TBD</td></tr><tr><td>Awareness Level</td><td>TBD</td></tr></table> Sandbox Where: Fulton County (with selected Clayton County support) What: Established programs directly managed by AVLF staff, delivered in partnership with other agencies, or as a referral service. New programs introduced following a needs and resource demand assessment. Who: Individuals that meet the eligibility criteria for income and residency or case resolution in Fulton County. KEY THRUSTS/CAPABILITIES <i>3 Year Priorities</i> <table><tr><td>1</td><td>Effective and high quality program delivery.</td></tr><tr><td>2</td><td>Strong and deep programmatic development.</td></tr><tr><td>3</td><td>Robust and scalable internal processes and systems.</td></tr><tr><td>4</td><td>Excellence in internal and external communication.</td></tr><tr><td>5</td><td>High competency in attracting, engaging, and retaining volunteer and funding resources.</td></tr><tr><td>6</td><td>Established network and nurtured partnerships that go beyond the legal community.</td></tr><tr><td>7</td><td>Organizational depth of diverse skills through continual investment in human resources</td></tr><tr><td>8</td><td>Embedded processes and practices to identify and mitigate against organizational risk.</td></tr></table> Communications Business Objectives - 2020 - Deepen current volunteers' connection to AVLF - 2020/2021: Deepen current donor connection to AVLF both within, but also beyond the legal community. - 2021/2022: Grow pipeline of individual donors.	Future Date: Dec. 31, 2022		Revenue	\$6.5M	Reserve	\$1.75M	Reduction in unplaced eligible client cases	25% annually 2020-2022	Volunteer recruitment and retention	TBD	People focused measure	TBD	Awareness Level	TBD	1	Effective and high quality program delivery.	2	Strong and deep programmatic development.	3	Robust and scalable internal processes and systems.	4	Excellence in internal and external communication.	5	High competency in attracting, engaging, and retaining volunteer and funding resources.	6	Established network and nurtured partnerships that go beyond the legal community.	7	Organizational depth of diverse skills through continual investment in human resources	8	Embedded processes and practices to identify and mitigate against organizational risk.	<table><tr><th colspan="2">Yr. Ending: Dec. 31, 2020</th></tr><tr><td>Revenue</td><td>\$5M</td></tr><tr><td>Reserve</td><td>\$1.375M</td></tr><tr><td>Reduction in unplaced eligible client cases</td><td>25%</td></tr><tr><td>Volunteer recruitment and retention</td><td>TBD</td></tr><tr><td>Awareness</td><td>TBD</td></tr></table> KEY INITIATIVES <i>Annual Priorities</i> <table><tr><td>1</td><td>Recruit Sr. Human Resources/ Operations leader.</td></tr><tr><td>2</td><td>Conduct operational assessment for all key program delivery processes.</td></tr><tr><td>3</td><td>Conduct an operational assessment of volunteer management .</td></tr><tr><td>4</td><td>Deveop a comprehensive development strategy.</td></tr><tr><td>5</td><td>Develop a comprehensive communication strategy.</td></tr><tr><td>6</td><td>Complete comprehensive risk-assessment for all critical processes.</td></tr><tr><td>7</td><td>Map current partnership landscape.</td></tr><tr><td>8</td><td>Develop program-specific SMART goals with the following strategic direction: Invest and Innovate in 4 programs: SFO, FLO, SLP, SWON / Maintain and Grow 5 programs: SWS, DFJ, Eviction Defense, HCAC, GAL / Assess 4 programs: BP, PIC, JB, LICAP</td></tr></table> Program-Specific SMART goals: SSF: Implement plan to address exceeding capacity to avoid burnout and decrease in quality. SFO: Increase attorney recruitment and retention. SSF: Develop supplemental trainings. Family Law: Decrease time to place cases with a volunteer attorney. GAL: Decrease time to submit an Order Appointing GAL to judges and increase communications. SW: Create and implement successful internship program. SwS: Train every law enforcement agency in Fulton County. SLP: Have two sponsors to solicit for each 2021 SLD date. Eviction Defense: Have 75 active Eviction Defense referral sources. SWON: Open 30% more cases by improving client outreach and deepening relationships with schools.	Yr. Ending: Dec. 31, 2020		Revenue	\$5M	Reserve	\$1.375M	Reduction in unplaced eligible client cases	25%	Volunteer recruitment and retention	TBD	Awareness	TBD	1	Recruit Sr. Human Resources/ Operations leader.	2	Conduct operational assessment for all key program delivery processes.	3	Conduct an operational assessment of volunteer management .	4	Deveop a comprehensive development strategy.	5	Develop a comprehensive communication strategy.	6	Complete comprehensive risk-assessment for all critical processes.	7	Map current partnership landscape.	8	Develop program-specific SMART goals with the following strategic direction: Invest and Innovate in 4 programs: SFO, FLO, SLP, SWON / Maintain and Grow 5 programs: SWS, DFJ, Eviction Defense, HCAC, GAL / Assess 4 programs: BP, PIC, JB, LICAP
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BELIEFS We Believe.... Our clients are entitled to feel safe, valid, and known. Our clients should be the writers of their own stories. Poverty should not be a barrier. Everyone deserves access to advocacy and representation. In investing in our team.	ONE NUMBER Awareness level of AVLF amongst target audiences. TBD <i>*Awareness = People who need us or can support us- find us. As measured by 3rd party survey and measured at regular intervals.</i>																																																																		
NORTH STAR VISION AVLF is the national leader in innovative, holistic legal programs that promote safe and stable homes and families. Our Atlanta programs are a national model and a catalyst for change in the way civil legal services are delivered and deployed as a vehicle for community change.	Brand Positioning Statement For low-income Atlantans who are struggling with intimate partner abuse, disputes with their landlords, and other civil legal issues, AVLF is a nonprofit that provides clients with free, first-rate legal and social services at their time of greatest need. We meet clients where they are, geographically and emotionally, to address not just their legal concerns, but whatever else they need to lead healthy and fulfilling lives. In doing so, we help create safer and more stable families, homes and communities.																																																																		

Appendix B: Interview Questions and Survey Responses

Staff and Executive Leadership Interviews

1. Tell me what originally drew you to AVL F and why you wanted to be part of organization.
2. What has been the most substantial change you've seen during your time with AVL F?
3. What would you say is your personal proudest moment or greatest success? Offer your assessment of the programs and services you are involved in AVL F. Is it doing well or underperforming?
 - a. Why doing well? Or
 - b. Why underperforming?
4. Is there a process in place to evaluate program effectiveness on a set frequency and ensure it is meeting defined goals?
 - a. What are the goals?
5. Let's talk about "innovation".
 - a. What does "being innovative" look like to you within AVL F?
 - b. Who is responsible for driving innovation?
 - c. Would say being innovative is most important in developing programs, your approaches to fundraising, securing volunteer resources, or reaching clients?
6. Tell me about fundraising activities and how they've changed over the years?
7. What do you believe is the major challenge and conversely key to successful fundraising for AVL F?
8. What would you say is the major strength of AVL F?
9. What is its greatest weakness?
10. What do you see as the most viable path for AVL F to grow in the community?
 - a. Why do you say that? What will it take to make that happen?
11. What do you see as the role and value of the board in your success as an Executive Director?
 - a. Can you offer a few examples?
12. Tell me about an organizational or professional failure you experienced and what you learned from it.
 - a. How did the staff and board deal with it?
13. Looking ahead- what do you see as the single biggest challenge
 - a. Your program are must overcome to service more families/clients?
 - b. AVL F has to overcome to achieve its "future vision"?
14. What is the major "it" factor for AVL F that makes it stand out above all other legal support organizations in Atlanta?
15. If we look forward 20 years- What is your biggest hope/dream for AVL F?
16. What else should I know about you or AVL F? Is there anything else you would like to tell me?

Board and Junior Board Interviews

1. Tell me what originally drew you to AVL F and why you wanted to support the organization.
2. What has been the most substantial change you've seen during your tenure?
3. What would you say is your proudest moment or greatest success?
4. Offer your assessment of the programs and services of AVL F.
 - a. What's doing well?
 - b. What is underperforming?
5. Why do you believe the programs are doing well? Or Why are they underperforming?
6. Let's talk about "innovation". Would say being innovative is most important in developing programs, your approaches to fundraising, securing volunteer resources, or reaching clients?
7. Tell me about fundraising activities and how they've changed over the years?
 - a. As a board member what is your role in fundraising?
 - b. What do you believe is the major challenge and conversely key to successful fundraising for AVL F?
8. What would you say is the major strength of AVL F?
9. What is its greatest weakness?
10. What do you see as the most viable path for AVL F to grow?
 - i. Through increasing staff (vertically integrate),
 - ii. through partnerships with like-purposed organizations, or
 - iii. through a major push on greater volunteerism?
 - b. Why do you say that? What will it take to make that happen?
11. Looking ahead to the leadership succession, what would you say has been Marty's greatest strength as an Executive Director?
12. What do you see as the biggest challenge for the next ED?
13. What do you see as the role and value of the board in your success as an Executive Director?
 - a. Can you offer a few examples?
14. What do you see as the single biggest challenge AVL F has to overcome to achieve its "future vision"?
15. If we look forward twenty years- What is your biggest hope/dream for AVL F?
16. What else should I know about you or AVL F? Is there anything else you would like to tell me?

Survey Responses: Staff

Refer to Strategic Plan: Addendum A

Survey Responses: Board and Junior Board

Refer to Strategic Plan: Addendum B

Appendix C: Program Matrix

Resource Requirement

“Stop Doing” Low Income Creditor Assistance Program	“Invest and Innovate” Safe Families Office Family Law Office Saturday Lawyer Program Standing With Our Neighbors
“Select a few if strategic, impactful, and funded” Criminal Program- (S&SF *New-Assess) Appellate Program (*New-Assess) <i>Bankruptcy Program (Assess Future)</i> <i>Probate Information Center (Assess Future)</i> Judicial Bypass	“Maintain and Grow” Standing with Survivors Dollars for Judgments Eviction Defense Housing Court Assistance Center Guardian ad Litem

Community Need

Appendix D: 2019-2020 Quarterly Rocks by Department/Program

2020 Strategic Plan: Operationalizing the Future of AVL F

3 - Year Key Thrusts / Capacities

Effective and high quality program delivery

Strong and deep programmatic development

Robust and scalable internal processes and systems

Excellence in internal and external communication

High competency in attracting, engaging, and retaining volunteer and funding resources

Established network and nurtured partnerships that go beyond the legal community.

Organizational depth of diverse skills through continual investment in human resources

Embedded processes and practices to identify and mitigate against organizational risk

2020 Organization-Wide Annual Goals

Recruit Sr. Human Resources/ Operations Leader

Conduct operational assessment for all key program delivery processes

Complete comprehensive risk-assessment for all critical processes

Develop a comprehensive development strategy

Develop a comprehensive communication strategy

Conduct an operational assessment of volunteer management

Map current partnership landscape

2020 Safe and Stable Families Annual Goals

Implement plan to address exceeding capacity (space, staff, clients) to avoid burnout and decrease in quality

Increase attorney recruitment and retention

Develop supplemental IPA trainings (strangulation, subsequent actions, etc.)

Family Law: Decrease amount of time to place cases with a volunteer attorney for full representation

GAL: Decrease amount of time it takes to submit an Order Appointing GAL to judges and increase communications

Social Work Program: Create and implement successful internship program

2020 Safe and Stable Homes Annual Goals

Saturday Lawyer Program: Have two sponsors to solicit for each 2021 SLD date

Eviction Defense: Have 75 active Eviction Defense referral sources

Standing with Survivors: Train every law enforcement agency in Fulton County

SWON: Open 30% more cases than in 2019 by improving client outreach and deepening relationships with our schools

AVLF Core Values

We build trust by serving with professionalism and integrity.

We know innovation demands that we ask, "Why?" and "Why not?"

We are collaborative.

We are inclusive and respectful, and we uphold dignity.

We show up with intention: tenacious and unafraid!

We advocate with passion and empathy.

2020 Revenue and Reserves Goals

2020 Revenue: \$5,000,000

2020 Reserves: \$1,375,000

2019 - 2020 Quarterly Rocks: Administration, Development/Communications, and Cross-Programs

Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
	Refine job description, determine competitive salary range, and determine financial feasibility and timing of hiring operations leader (CAO)	Begin search, engaging firm to recruit, conduct and complete the hiring process for CAO	Complete on-boarding of new CAO		Under leadership of CAO, make a determination about, and conduct and complete hiring process for, senior human resources professional
		Define and formalize scope of process mapping project of all current policies, procedures, and systems related to human resources, finance, grant management, purchasing, and related functions	Under leadership of CAO, make determination about retaining outside firm and begin "process mapping" of all current policies, procedures, and systems related to human resources	Complete "process mapping" and assessment, evaluate the ideal and feasible sequencing of implementing the related recommendations, making an effort to complete that work over Q4 and Q1 of 2021	Continue implementing related process recommendations, making an effort to complete all work by end of Q1 of 2021
Determine appropriate KPIs for annual campaign, start planning 2020 budget, assess grant management system, and plan Winetasting	Assess annual campaign success using KPIs and adjust strategy as necessary, finalize 2020 budget, determine overall fundraising goals for 2020, and finalize fundraising calendar	Launch 2020 annual campaign, develop planned giving strategy, launch spring "non-event"	Map out 2021 annual campaign, continue executing development plan and fundraising strategy	Plan Winetasting, leadership transition giving push, form planned giving committee, start planning 2021 budget	Review KPIs and assess annual campaign, finalize 2021 budget, set goals and calendar for 2021, plan/execute Winetasting, continue leadership transition giving push, finalize 2021 events calendar
Engage Briteweb for development of communications plan, determine feasibility and sequencing of next communications planning and capacity building expenses	1) Complete, with Briteweb, 2020 Communications plan. 2) Engage Briteweb for recruitment and hiring of Communications Associate. 3) Develop plan/timeline for tailored Comms Guidelines roll-out to staff and board	Hire Communications Associate, execute staff/board roll-out of comms guidelines, and begin execution of elements of communications plan	Align execution of comms plan with strategic + development plans, and finalize reporting framework and procedures for comms-related KPIs	Contingent on financial feasibility, engage Briteweb in development of AVLF-wide visual identity "refresh"	Begin process of updating collateral and website based on new visual identity and analyze trends in KPIs for 2020 and adjust timeline/strategy for 2021
		Form workgroup to document all processes for volunteer opportunities, recruitment, screening, training, engagement, support, recognition and retention	Make determination about retaining outside firm and begin "process mapping" of all current policies and procedures related to volunteer management	Complete "process mapping" and assessment and determine sequencing of implementing related recommendations, prioritizing recruitment	Continue with execution on recommendations, next beginning efforts to revamp volunteer trainings across all programs
		Form internal workgroup to map current partnership landscape, and develop evaluative criteria for matrix that will guide initial information gathering	Workgroup completes information-gathering process guided by the matrix developed in Q1 2020	Expanded workgroup evaluates gaps in partnerships, proposes policies and procedures re: identifying, forming, and maintaining partnerships	Adopt recommendations and direct team leaders to develop plan and 2021 timeline for filling partnership gaps using new policies and procedures
Complete broker-led review of current policies and begin renewing existing policies, expanding scope and limits for adequate coverage	Continue remaining policy renewals	Form "risk workgroup" to conduct review of related internal policies/procedures, formulate changes, and plan dissemination and training	Complete "roll-out" of risk-related policies and procedures, including dissemination and training of staff	Conduct staff compliance review for adoption and adherence to risk-related policies and procedures	Based on compliance review and "follow-up" with staff, "risk workgroup" updates related policies and procedures and disseminates to staff

2020 Strategic Plan: Operationalizing the Future of AVL F

3 - Year Key Thrusts / Capacities

Effective and high quality program delivery

Strong and deep programmatic development

Robust and scalable internal processes and systems

Excellence in internal and external communication

High competency in attracting, engaging, and retaining volunteer and funding resources

Established network and nurtured partnerships that go beyond the legal community.

Organizational depth of diverse skills through continual investment in human resources

Embedded processes and practices to identify and mitigate against organizational risk

2020 Organization-Wide Annual Goals

Recruit Sr. Human Resources/ Operations Leader

Conduct operational assessment for all key program delivery processes

Complete comprehensive risk-assessment for all critical processes

Develop a comprehensive development strategy

Develop a comprehensive communication strategy

Conduct an operational assessment of volunteer management

Map current partnership landscape

2020 Safe and Stable Families Annual Goals

Implement plan to address exceeding capacity (space, staff, clients) to avoid burnout and decrease in quality

Increase attorney recruitment and retention

Develop supplemental IPA trainings (strangulation, subsequent actions, etc.)

Family Law: Decrease amount of time to place cases with a volunteer attorney for full representation

GAL: Decrease amount of time it takes to submit an Order Appointing GAL to judges and increase communications

Social Work Program: Create and implement successful internship program

2020 Safe and Stable Homes Annual Goals

Saturday Lawyer Program: Have two sponsors to solicit for each 2021 SLD date

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We know innovation demands that we ask, "Why?" and "Why not?"

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We are inclusive and respectful, and we uphold dignity.

We show up with intention: tenacious and unafraid!

We advocate with passion and empathy.

2020 Revenue and Reserves Goals

2020 Revenue: \$5,000,000

2020 Reserves: \$1,375,000

2019 - 2020 Quarterly Rocks: Safe and Stable Families

Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
	SFO: Review ARS assessment and implement recommendations as needed	SFO: Develop plan for less reliance on interns – e.g., hiring additional staff, recruiting more long-term volunteers, and developing criteria for volunteers	SFO: Implement plan to become less reliant on interns	SFO: Assess potential of screening clients at alternate location before they enter SFO to screen out clients who do not require SFO to proceed	SFO: Develop plan to conduct regular client intake outside of SFO (admin, in community, etc.) to alleviate strain on SFO
Key SFO: Safe Families Office FLP: Family Law Program GAL: Guardian ad Litem SW: Social Work Program SwW: Standing with Survivors	SFO: Schedule all IPA trainings for 2020 (increase # trainings)	SFO: Overhaul IPA training curriculum	SFO: Implement new IPA training curriculum Develop supplemental IPA trainings (strangulation, subsequent actions, etc.)	SFO: Develop plan for lunch & learns, personal lunches, happy hours, connecting with volunteers, ways to increase volunteer commitments – and connecting volunteers with each other	SFO: Schedule regular & supplemental IPA trainings for 2021 Schedule volunteer connection plan for implementation in 2021
	FLP: Track/Review data for time between referral decision and placement, and date of consultation to referral decision. Develop additional SF fields for tracking as needed	FLP: Develop consultation/decision/placement timing goals and compliance plan. Develop attorney / volunteer engagement plan for 2020.	FLP: Schedule & begin implementing attorney / volunteer engagement actions for the year Implement “timing plan”	FLP: Continue implementation / execution of attorney volunteer engagement and internal timing plan and tweak	FLP: Review data to ensure moving in the right direction with respect to timing and attorney/volunteer engagement
	GAL: Track/review data for time between request date and placement. Develop additional SF fields for tracking as needed	GAL: Develop internal formal procedure and timing protocol for when requests are received	GAL: Implement procedure and timing protocol from when requests are received. Develop formal plan regarding GAL engagement and communication during cases	GAL: Implement plan for GAL engagement	GAL: Continue implementation of plans & evaluate to ensure moving in right direction
	SW: Develop internship program & bring on first intern	SW: Assess progress of internship program. Develop plan to connect with orgs/schools to develop training criteria and employers to form relationships of trust	SW: Implement plan to connect with organizations, schools, and employers	SW: Develop a manual for the internship program	SW: Assess program and institutionalize it
		SwS: Develop basic IPA/civil legal protective order training curriculum	SwS: Schedule basic training with each agency Develop secondary trainings	SwS: Begin conducting basic trainings Schedule secondary trainings	SwS: Begin conducting secondary trainings Assess success of 2020 & use to develop plan for Q1 2021

2019 - 2020 Quarterly Rocks: **Safe and Stable Homes**

Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020
<p>SLP: Implement system to ensure that, within 30 days after the client's SLD interview (or after receiving a client's documents), the case is moved out of "pending/review" status.</p> <p>Implement system whereby if a client does not bring her documents to her SLD appointment, she will be contacted and given additional time to provide them before file is closed.</p>	<p>SLP: Implement Friday as "Client Relations Day": All SLP clients in pending status will get a call from AVLf (alternating weeks) to update them on the status of case placement efforts and to ask client for fact updates</p> <p>Identify 25 new potential SLP sponsors</p> <p>Add to case update request: "Do you want AVLf's help contacting your client?"</p>	<p>SLP: Draft and use a document for SLP clients, to be provided at their SLD appointment, that spells out in clear and simple terms what to expect pre-case referral and post-case referral.</p>	<p>SLP: Implement year-round externship program (e.g., 2 law students at 5 hours per week)</p>	<p>SLP: Reconnect with 25 lapsed SLP volunteers</p>	<p>SLP: Have met with 25 new potential SLP sponsors</p>
<p>Key</p> <p>SLP: Saturday Lawyer Program</p> <p>ED: Eviction Defense</p> <p>SWON: Standing with Our Neighbors</p>	<p>ED: Assess current ED referral sources and determine who is active and who is not; reach out to the inactive referral sources to try to woo them back; conduct survey of current and past ED volunteers to determine why they became inactive and how recruitment efforts can be improved.</p> <p>Film an ED training and get it approved for CLE credit.</p> <p>Review the firms that are not doing a good job as SLP sponsors (or who have dropped out from SLP) to see if they are interested in becoming ED sponsors.</p>	<p>SWON: Complete at least two professional development sessions focused on AVLf in each school.</p>	<p>SWON: Send KYR materials home with every SWON student, using simple language on bright paper.</p>	<p>SWON: Improve relationships with school leadership teams by meeting with every member of the leadership team</p> <p>Increase outreach beyond schools (focusing on neighborhoods with weaker connections to the schools) and deepen relationships with community partners by:</p> <p>Implementing a calendar to ensure regular SWON attendance at community stakeholder meetings (e.g., NPU meetings, neighborhood association meetings)</p> <p>Setting up 2-3 information tables at community centers (e.g., YMCA, Boys & Girls Club, Emmaus House)</p> <p>Setting up information tables at 1-2 local libraries</p>	<p>SWON: Participate in grade level (or equivalent) meetings with each grade in every school</p> <p>Increase outreach beyond schools (focusing on neighborhoods with weaker connections to the schools) and deepen relationships with community partners by:</p> <p>Holding 2-3 KYR sessions at community centers and local businesses (e.g. coffee shops)</p> <p>Holding a KYR session at Fulton County Magistrate Court (can this become a quarterly event?)</p>
		<p>ED: Create and implement:</p> <p>A system for updating and maintaining an accurate list of active volunteers</p> <p>A policy and procedure for addressing volunteers that become inactive. These systems could utilize a Google Doc, a Microsoft program, or other system to be determined.</p>	<p>ED: Launch an ED marketing campaign to raise awareness of the Fulton County eviction epidemic and to generate volunteers (e.g., "Eviction Defense Awareness Week"), working with Ashleigh and her team.</p>		
				<p>ED: Train nine law firms on ED that we have never trained on ED before.</p>	<p>ED: Visit all ED sponsor firms to show volunteer appreciation, and hold volunteer appreciation event (for non-firm volunteers) at AVLf (volunteer appreciation could include attending their holiday party and saying thank you, or as elaborate as an acknowledgement ceremony where we provide Winetasting tickets to the top 5 volunteers)</p>

Appendix E: Example Planning and Communication Rhythm

PLANNING & COMMUNICATION RHYTHM

Leadership: Marty, Michael, Cole, Jamie, Libby, Ashleigh

Team Leads: TBD

PHASE	MEETING NAME		PURPOSE	AGENDA	WHO	DURATION
1	Annual	ANNUAL PLANNING	Strategic planning. Update of OPP	Confirm North Star. Evolve 3 Yr. Goal and create 1 Year Goals.	ED, DD with Leadership Team	1 Day
2	Quarterly	QUARTERLY PLANNING	Check in/Update on OPP	90 Day Rocks- completed and next quarter. Metrics and resources.	ED, DD with Leadership Team	0.5 Day
		QUARTERLY CHECK-IN	Coaching conversation focused on 90 Day personal goals.	Review progress, discuss obstacles. Coach and mentor.	Each Department Lead with direct reports. 1x1	1 hour or less
3	Monthly	2020 ALL HANDS	Company-wide Update	Maintain focus on 90 day Rocks and 1 year goals	All staff members (onsite and remote via video)	1 hour or less
		FORECAST & PLANNING	Review 6 month rolling revenue forecast. Alignment with 1 year Goals.	Provide visibility on revenue projections to facilitate resource planning.	Leadership Team	1 hour or less
		STRATEGY & STATUS	Review progress against 90 Day Rocks	Metrics, financials, top 3 priorities, bottlenecks.	ED,DD with Leadership Team	1 hour
		LEADERSHIP	Operational and execution focused update	Department update on significant developments. Goals and proposals.	Leadership Team	1 hour
		DEPT LEADS	Operational and execution focused update	Forecast /metrics outlook, focus on 90 day Rocks and updates	Leadership Team with Department Leads	1 hour or less
	Weekly	CONNECT	Touchpoint and to stay connected on company goals	What's going well? Where are the stucks? Support needed? Refine priorities.	Each Department Lead with direct reports 1x1 or as team (discretionary)	30 mins
5	Daily	Optional PULSE CHECK	(Optional) Daily check-in on execution	What's on track? Any stucks? Watch outs?	Department Leads	15 mins. or less

Appendix F: More Great Work

Bad Work

Sadly, many organizations have a gift for generating Bad Work. It shows up as bureaucracy, ineffective meetings, inefficient and outdated processes that at best waste time at worst just don't work.

Good Work

Good Work is familiar, useful, productive work, and generally people do it well. Most team members will spend the majority of their time on Good Work, and there's nothing wrong with that. Good Work blossoms from their training, their education, and the path they've traveled so far. All in all, it's a source of comfort, nourishment, and success.

There's a range of Good Work: At one end it's engaging and interesting work; at the other, it is more mundane but it's recognize as a necessity and are most are happy enough to spend some time doing it.

Team members always need Good Work in their life. At an organizational level, Good Work is vital. It is an organization's bread and butter—the efficient, focused, work that delivers on the mission.

Great Work

Great Work is what we all want more of. This is the work that is personally meaningful, that has an impact and makes a difference. It inspires, stretches, and provokes. Great Work is the work that matters.

It is a source of both deep comfort and engagement—often team members feel as if they're in the "flow zone," where time stands still and they are working at their best, effortlessly. The comfort comes from its connection, its "sight line," to what is most personally meaningful; not only their core values, and beliefs, but also their aspirations and hopes for the impact they want to have on the world. But Great Work is also a place of uncertainty and discomfort. The discomfort arises because the work is often new and challenging, and so there's an element of risk and possible failure.

Bad Work, Good Work and Great Work



Appendix G: Board Activity: Marketplace

Attracting the next generation of community changemakers to AVL F.

Positioning and messaging in the community to maintain relevance and attractiveness to younger volunteers.

- Target law students.
 - Before the Summer Associates (very competitive)
 - Engage at city events (CLF, Jones Day, EPIQ)
- Consider Sports celebrity- who represents them?
- Use Social Media
 - Educate, amplify and celebrate volunteers
- Engage all current board members in social media amplification (retweet, share on LinkedIn etc.)
- Emphasize a training component
 - Make it easy to see onboarding path
 - Flow charts, templates, forms- standard processes
- Be able to create incentive- opportunity for mentoring with Sr. Attorneys
 - Opportunity to create relationships

Winning the fundraising battle.

Moving beyond events to fund our future.

- Better access to data
 - What people have given
 - How to quantify \$ services? (Buy a new bed)
- board members knowing more about active AVL F stories to share at events
 - To “hook” future donations
 - To make it clear what AVL F does (compared to other groups)
- Video/materials to view at events
- Send follow-up video (email, LinkedIn post?)
- Annual campaign (unrestricted funds) vs. events and restricted funds (still tricky to convey)
- Pre-set donation as a package to include event attendance
 - One large ask versus several smaller asks
 - What about a “wristband” amount?
- Engaging corporations
 - Can be more challenging than law firms

Ensuring stability through change.

The board’s role in supporting the Executive Director leadership succession and growing staff.

- Leverage corporate (non- law firm) resources

- Developing future structure
- Defining roles
- Mentoring AVLFL leadership
- Form a Succession Committee
- Review executive compensation package
- Initiate broad board communication and self-selection to participate/support above activities.

Defining and developing great ambassadorship.

Engagement and the role of board members as a strong voice and notable presence in the community.

- First hand experience drives ownership
- Should volunteering be a prerequisite?
- Need oral and written messaging to convince
 - Why AVLFL and not all the others
 - Need elevator pitch
- Need to be educated about funders
 - Why were we chosen/targeted?
 - What will funds go to?
- Get out and Get \$ > Give \$
- Matrix for board
- Finding opportunities to tell the story
 - Staff created social media platform

Forging community partnerships and engaging new constituencies.

Expanding our impact without extending ourselves.

- Appleseed and our related issues
- Morehouse- S. of Medicine (health partnership and especially in Westside)
- Churches/ Clergy
- Medical community- resources in the cases etc.
- Remediation- carrots for the change we need

Appendix H: Example Board Self-Assessment

Please rate the statements that follow on a scale of 1 to 3, with 1 indicating agreement or a positive reaction and 3 indicating disagreement or a negative reaction. A score of 2 indicates neutrality, no opinion or no knowledge. Please qualify ratings in the comments or responses field at the end of each section.

BOARD COMPOSITION				
1.	The board has an appropriate number of directors.	1	2	3
2.	The current board composition reflects an appropriate mix and range of experiences, skill and expertise sufficient to provide sound and prudent guidance to the Foundation.	1	2	3
3.	The current board composition reflects an appropriate mix of diverse racial, ethnic, gender, cultural and other backgrounds.	1	2	3
4.	The board makes appropriate use of the talent, skills and expertise of its directors.	1	2	3
5.	Circle the three most important skills or attributes that directors should possess: (a) business experience (b) financial acumen (c) ability to think strategically (d) expertise in relation to governance (e) fundraising skill and experience (f) access to a network of donors (g) passion with respect to AVL's Vision and Mission (h) commitment to volunteerism (i) experience in the legal, social, or other closely-related sector (j) understanding of ethical issues (k) ability to make a financial contribution (l) other:			
Comments and Suggestions:				
BOARD FUNCTIONS AND DIRECTOR ENGAGEMENT				
1.	Directors come to meetings prepared and ready to engage in discussion.	1	2	3
2.	Directors are attentive in board meetings and everyone contributes to the discussion.	1	2	3
3.	The board promotes and considers the Foundation's Vision and Mission in its operations and decision-making.	1	2	3
4.	The board devotes sufficient attention to:	1	2	3
	(a) Funding issues	1	2	3

	(b) Whether AVL F is being properly managed	1	2	3
	(c) Financial statements and processes	1	2	3
	(d) Annual operating plans and budget	1	2	3
	(e) Long-term plans	1	2	3
	(f) Standards of governance and conduct	1	2	3
	(g) Periodic review of major programs or projects	1	2	3
5.	The board is well-informed about operations and financial condition.	1	2	3
6.	The board provides appropriate oversight relating to internal controls and compliance with applicable laws and regulations.	1	2	3
7.	The board understands and assesses major risk factors relating to performance and reviews measures to address and manage such risks.	1	2	3
8.	The board is appropriately engaged in evaluating the performance of the Executive Director.	1	2	3
9.	The board communicates its goals, expectations, and concerns to the ED and the ED is responsive to such communications.	1	2	3
10.	The board provides clear and well-understood policy direction.	1	2	3
11.	The board understands and respects that its role is to provide oversight and direction and does not unduly intrude into the day-to-day operations of the Foundation.	1	2	3
12.	Directors disclose personal interests in matters under review, and abstain from voting where appropriate, in accordance with the board's Conflict of Interest Policy.	1	2	3
13.	The board has adopted appropriate corporate governance guidelines and ethics policies.	1	2	3
14.	Directors participate in AVL F's fundraising and community building activities.	1	2	3
15.	The current expectation concerning director financial contributions is appropriate, well understood, and fulfilled by all Directors.	1	2	3
Comments and suggestions:				
BOARD MECHANICS				
1.	The board holds an appropriate number of meetings.	1	2	3
2.	Directors receive information in sufficient time to allow them to prepare for meetings.	1	2	3
3.	Information provided to directors is brief but detailed enough to provide the desired information and is analytic as well as informative.	1	2	3
4.	board meetings are of an appropriate length to cover the business to be conducted and enable directors to meet their responsibilities.	1	2	3

5.	Meetings are conducted in a manner that ensures open communication and timely action.	1	2	3
6.	board meeting time is appropriately allocated between board discussion and management presentations.	1	2	3
7.	Directors have sufficient input into shaping the board's agenda and priorities.	1	2	3
8.	The board's leadership is effective.	1	2	3
9.	Executive sessions of the board (without the ED or other employees present) are held periodically.	1	2	3

Comments and suggestions:

BOARD COMMITTEES

1.	The current Committee Structure, charters and membership facilitate and assist the board in the execution of its responsibilities and contribute to its efficiency and effectiveness.	1	2	3
2.	The board reviews the charters of its Committees periodically and with appropriate care.	1	2	3
3.	The board's current approach to Committee membership and chairmanship is appropriate.	1	2	3
4.	The Committees communicate their activities, findings and recommendations to the full board.	1	2	3

Comments and suggestions:

Appendix I: Example Board Calendar

B= Board E= Executive Committee F,A & R= Finance, Audit and Risk Committee G= Governance Committee N= Nominations Committee

Governance Item	Board or Committee*	Frequency	Q1 Jan-Mar	Q2 Apr-- Jun	Q3 July- Sep	Q4 Oct-Dec
Strategic Plan Update	B,E	Annual				x
Key Risk Update	F,A&R	Annual			x	
Cybersecurity Update	F,A & R	Semi-Annual	x		x	
Financial Performance Update	I	Quarterly	x	x	x	x
Litigation Update	F,A&R	Quarterly	x	x	x	x
Audited FS & Mgmt Letter: Foundation	F,A & R	Annual		x		
Form 990 Update	G	Annual		x		
Audit Firm Selection: Foundation	F,A&R	Annual			x	
AGM Content	B	Annual	x			
Compliance Update / Attestation	G	Quarterly	x	x	x	x
Insurance Program Update	F,A&R	Annual				x
Code of Conduct Declaration: Directors	G	Annual				x
Conflict of Interest Declaration: Directors	G	Annual	x			
Board Terms of Reference	B,E	Annual		x		
Board Self-Evaluation	N	Annual		x		
ED Evaluation & Succession Plan Update	G	Annual			x	
Board Education Topic	N	Quarterly	x	x	x	x
Review of Policies and Annual Declarations	G	Annual				x

Appendix J: SWOT Matrix

<p>STRENGTHS</p> <ul style="list-style-type: none"> Passionate and dedicated team members Strong connection to mission (Staff and board) Creative problem solving skill High team morale with a high bias for action Minimal red tape keeps ideas moving to action Mission “compass” guides the way on funding decisions. Broad regard from law firms and courts. 	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Strong network and solid reputation Mobile advocacy (boots on ground) Strong media coverage and awareness from SWON Strong community of potential partner organizations High corporate presence in the city High social awareness of young changemakers
<p>WEAKNESSES</p> <ul style="list-style-type: none"> Storytelling not compelling (missing heart connection) Internal & administrative processes improving but still weak. Mission solid but organizational priorities unclear. Growth has outstripped infrastructure. Geographic separation keeps team silos in place Work/life balance- hard to find (overload/overwhelm) Unequal focus on SWON (SFO needs visibility) Unproven sustainable flow (unrestricted funds) Event organization distracts resources from core function board members and others unclear on how to “ask” Day-to-day administration detached from front-line impact 	<p>THREATS</p> <ul style="list-style-type: none"> Competition for resources Legal firms not closely invested (Landlord/Tenant) Event fatigue (fundraising decline) Domestic Violence- difficult issue/messaging Loud juxtaposition between clients and “glitzy events” Legal community “tapped out”- funding and volunteers? Courtroom bureaucracy and unsupportive laws. Changing demographic trends in charitable giving.

Appendix K: Example Board Composition Matrix

	Name	Name	Name	Name	Name	Name
DEMOGRAPHICS						
Full Years on the Board						
Gender - Male						
- Female						
Sector Involvement						
Private						
Public						
Nonprofit						
PROFESSION						
Acctng/Finance						
Education/Training						
Law						
Business						
Community/Soc. Services						
Government						
IT						
Real Estate/Developer						
EDUCATIONAL BACKGROUND						
Secondary						
University/College						
Post graduate						
KNOWLEDGE/SKILLS						
Finance/analysis						
Legal Issues						
Advertising/Marketing						
Management						
Real Estate						
Human Resources						
Government Relations						
Adult Ed./Training						
Fundraising						
Strategic Planning						
Advocacy						
Programs/Policies						
Community Resources						
Volunteer Engagement						
AREAS OF INFLUENCE						
Business & Industry						
Government (civic, provincial, federal)						
Media/Advertising						
Not-for-Profits						

Inspiring the fight for equal justice.



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