Our "Toolkit"

A creative approach to accessing our services and achieving the maximum benefit for the cost.

Strategy
solutions, inc.

Objectives

Strategy Solutions, Inc. (SSI) proposes to offer the leadership and board of your organization access to its "toolkit" of knowledge, skills, experiences and expertise to support strategic initiatives. ***For the price of less than half of one staff member,*** YOUR ORGANIZATION can achieve "transformational" success.

Our toolkit is **NOT** an attempt to keep Strategy Solutions employed or simply "help" to assist the Executive Director or CEO with "the things that they feel they need to get done." The purpose and expected outcome(s) of the Strategy Solutions "toolkit" engagement is three-fold:

1. **To assist the agency to operate at the "next level" of capacity** quickly/ immediately without the time, expense and risk associated with hiring permanent staff who may or may not be the "right" staff or have the necessary skills to help the organization grow to the next level. We have seen numerous organizations hire that "new staff member" only to eliminate the position 18 months later because it failed to produce the intended results. Or the staff member quit out of frustration because the agency failed to support the new position appropriately. This can cost a company thousands of dollars and months and/or years of time that they can ill-afford. Strategy Solutions can complete projects and/or facilitate initiatives (such as an accreditation process) if there is an immediate need to be met (without the cost and risk of permanent staff members).

2. **Save the time, energy and opportunity cost associated with learning how to implement and manage projects and new technical functions** at the level of sophistication that is required today. These functions include: staff work to appropriately facilitate effective board committees, program development, market development and business planning, outcomes measurement and management, quality measurement and management, establishing a talent management or leadership development training function, establishing management expectations and "scaling" operations to grow the business.

   Strategy Solutions will quickly get these functions up and operational, "demonstrate" how they work and (more importantly) teach the CEO how to evaluate the technical competency of staff members who do the work, build as much of the work as possible into the job descriptions and expectations of existing staff (where appropriate) and assist the agency to transition the roles to permanent new staff if/when they are hired or take over the function.

   This can be as simple as developing a new board member orientation manual (which can take a nonprofit up to 6 months or a year to develop, Strategy Solutions can create in less than a week!!! Do the math on how much this can save). It can be as complicated as establishing an entire outcomes measurement system. Once a function is considered "permanent" and "standardized," we will turn it over to a new or existing designated staff member and train them to manage it, and oversee their work until we are confident they are competent –

and teach the ED how to evaluate the technical competency moving forward.

3. **To ensure that the board and management team are aligned and working together to achieve strategic objectives.** This includes developing the appropriate working relationships (among themselves and each other) to move the board from the adolescent to mature stage of the board life cycle and to build the capacity of the management team to manage a larger organization. We will work with the board and staff to teach them to implement an effective committee structure, working with the board committees to understand and operationalize their roles well, to teach and coach the board members to shift from a "management service volunteerism" focus to a strategic/governance focus, to teach and coach the committee chairs on their leadership roles and current and future board officers how to implement governance best practices.

Strategy Solutions will work with the management team to help them to establish and adopt their own team ground rules and performance expectations, identify areas where changes can be made to improve work process flow and customer service, implement a "fast tracked" program development process and work together to improve outcomes and performance. Through these efforts, management teams are able to increase their capacity to manage the business and implement new programs, often without hiring additional incremental staff (or only hiring the technical skill sets that they absolutely need).

Description of Deliverables

The expected outcomes for this engagement will include (but not be limited to):

- All identified project work completed by due dates specified in monthly work plans.
- The "important not urgent" get attention (and completed by a due date).
- Ideas are turned into concrete action plans and project plans (with due dates).
- "Stuck places" are identified and addressed through appropriate education, group process and/or action planning.
- Increased board, senior leadership and partner "buy in" to the organizational development efforts underway.
- Increased capacity to get "more done faster" to support the strategic goals and objectives.
- Monthly status reports of the activities, outcomes, hours spent and resources provided through this contract.

Our Approach

For every contract, we prepare a detailed work plan of activities and due dates:

Date	Activity
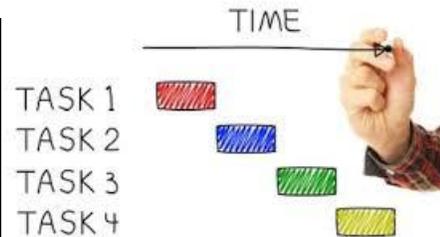
Team Structure

Debra Thompson and SSI have worked with over 100 organizations throughout the region, including numerous strategic plans for hospitals, post-acute health care organizations across the continuum of care, as well as nonprofit, behavioral health and social service agencies.

As a certified WBE in Pennsylvania, with a mission to create healthy communities, we have facilitated transformation in organizations and communities by engaging stakeholders through effective outreach, inquiry, and data collection and effectively summarizing data to draw conclusions. We create a commitment to action through consensus building by identifying, vetting and addressing stakeholder concerns. We translate the vision into action by identifying specific human, capital and operating resources required to achieve tangible outcomes and assessing the capacity and capability of individuals and teams to accomplish assigned objectives and identifying technical competency gaps to ensure implementation.

DEBRA THOMPSON

Deb will be the primary facilitator of the project. In addition to developing and directing work activities for the overall project plan and individual deliverables, Deb will help with interviews, education, working with membership on the business model development, leadership and committee engagement and alignment and will develop the final plan. She will also ensure that all work products are completed as required.

Debra Thompson is President of SSI. In this position, she provides strategic planning facilitation, training and planning, and research project management services to organizations and communities. Debra is also an adjunct faculty member at Duquesne University where she teaches organizational development and program development/evaluation in the Master of Organizational Leadership program. She was also an adjunct professor at Gannon University for 10 years

where she taught Strategic Planning, Research Methods and Program Development. She is a certified trainer, consultant and peer reviewer for both the PA and National *Standards for Excellence in Nonprofit Ethics and Accountability®.*

Prior to this position, she served as Director of Planning for Hamot Health Foundation and Corry Regional Health Systems where she was responsible for strategic planning, market research, marketing information systems, as well as affiliate and community planning support. Throughout her tenure at Hamot, Debra had the opportunity to work with Health Care Outlook, a consortium operated by Dr. Robert Blendon, Director of the Harvard School of Public Health; Humphrey Taylor, Chairman of Lou Harris & Associates; and Ian Morrison, President of the Institute for the Future. From this and other strategic planning experiences, Debra created a unique approach to data collection, analysis and facilitation that is successful for individual organizations, systems and communities. Her project work and clients have been recognized as best practice by the International Economic Development Council, the International Association of Facilitators, the PA and MD Workforce Development Associations, US News and World Report, US Department of Health and Human Services and by the Pennsylvania Departments of Health, Welfare and Education. A graduate of Villa Maria College with a B.S. in Marketing,

Debbie received her Master of Business Administration from Gannon University. She has also completed advanced training in Strategic Planning, Quantitative and Qualitative Market Research, Total Quality Management and Leadership Development, Systems Thinking & Facilitation (through affiliates of MIT) and is a 1993 graduate of Leadership Erie. She was a member of the 2003 inaugural class of the Coro Center for Civic Leadership "Women in Leadership" program in Pittsburgh, and is also a Coro Certified Trainer.

JACQUI CATRABONE

Jacqui will be the primary project manager and will be responsible for project logistics, data collection and analysis and action plan development in support of the project.

As Director, Nonprofit and Community Services, Jacqui is responsible for providing leadership, organization, project management and client coordination support for training, research, planning, facilitation, organizational and program development and evaluation projects for nonprofit and community/government clients. She is a certified trainer and consultant for the PA *Standards for Excellence in Nonprofit Ethics and Accountability®.*

With an undergraduate degree in Psychology from the Pennsylvania State University and a Master of Social Work degree from Edinboro University of Pennsylvania, Jacqui brings a depth and breadth of project management and program development experience to SSI clients. Earlier in her career, Jacqui was a Research Project Manager at SSI where she was responsible for developing, implementing, analyzing and reporting primary and secondary research projects in all industry sectors and facilitating program development initiatives.

Her significant accomplishments include the facilitation of the Northwest PA Regional Economic Development "Roles and Players" Analysis for the Northwest Commission, that resulted in better working relationships between the county-level economic development & planning agencies and the commission. She was also instrumental in the establishment of the Success by Six program in Erie County and work on the development of the program outcomes measurement and evaluation process for GECAC's Even Start Program, which was recognized by the PA Department of Education as a best practice. Jacqui is a trained facilitator for the development of program logic and outcomes measurement models utilizing the United Way methodology.

Prior to returning to SSI, Jacqui held the position of Early Childhood Mental Health Consultant for the Northwest Regional Key in Pennsylvania. In that role, she facilitated training programs for early care and education providers in addition to coordinating services for children and families. Jacqui also held progressively responsible positions for the Achievement Center, first as Therapeutic Staff Support, team leader assistant, team leader and behavioral specialist consultant, where she was responsible for developing and overseeing the Summer Autism Program.

She has also been a Research Analyst with the Mercyhurst Civic Institute in Erie, where she provided the primary research management including data entry, analysis in SPSS or Excel, graphing results, report drafting, and preparing presentations, conducted secondary research via web and journal searches and compiled reports on topics relevant to local community organizations.

KATHY ROACH

As one of SSI's Project Manager/Analysts, Kathy is responsible for keeping client projects on schedule through outstanding organization, communication and attention to detail and providing primary and secondary research support. Kathy is responsible for providing management and clients with timely and accurate data analysis and information for projects and internal strategic planning initiatives by collecting, understanding, interpreting, and reporting data. To support this project, Kathy will assist with the stakeholder interviews, benchmark/best practice interviews and focus groups.

Kathy works with both internal Project managers and external clients to ensure that products are being met in a comprehensive and timely manner. Additionally, she is also responsible for providing management and clients with timely and accurate data analysis and information for projects and internal strategic planning initiatives by collecting, understanding, interpreting, and reporting data. Her accomplishments include project managing and completing 15 Community Health Needs Assessment projects within a 6 month period.

Prior to joining SSI, Kathy held a variety of positions in both the education, private and public sectors, utilizing her skills and experience to support executive level staff and key stakeholders, as well as understanding the needs of clients and customers.

Working as Director of Admissions at a private high school, Kathy had a proven track record of recruitment, relationship building and deadline management.

Before her work at a private high school, Kathy worked at various locations in Massachusetts, Nevada and Pennsylvania, and held positions such as executive assistant, shareholder relations manager and educator. Kathy received her undergraduate degree in Finance from Gannon University. In conjunction to her work at Strategy Solutions, she is pursuing a graduate certificate in Intelligence Studies at Mercyhurst University. Kathy gives back to the community by mentoring elementary students through scouts and youth group.

Contract Terms

Security and Data Retention

Project data, findings and materials are the sole property of the client, and will not be released by SSI to any third party or parties whatsoever without the prior written consent of the client. SSI will exercise reasonable diligence to safeguard project data, findings and materials.

Terms

This agreement is designed as a monthly contract for 6 months to a year. The organization may continue the services of SSI on a monthly basis if desired. SSI will update activities to be performed on a monthly basis. SSI reserves the right to renegotiate the rate and/or modify the work plan based on client needs, during the course of the engagement or for the renewal period.

Invoices are generated on the 15th of the preceding month. Payment is due no later than the 1st of each month in which services are performed. This agreement may be cancelled at any time with written notice. Client is responsible for payment through the end of the current month in which notice was sent.

Warranty and Indemnity

SSI will execute its responsibilities under this proposal in a professional manner, consistent with common trade practices. SSI adheres strictly to the Code of Ethics of the Marketing Research Association, the American Marketing Association, The Association of Fundraising Professionals and *Standards for Excellence:® An Accountability and Ethics Code for the Nonprofit Sector*.

The conclusions and recommendations rendered under this proposal are the professional opinions of SSI based upon information derived from the data collected.

Contact Person

Questions regarding this proposal can be directed to:

Debra Thompson, President
Strategy Solutions, Inc.
8425 Peach Street
Erie, PA 16509
(814) 480-8000
debbie@getstrategy.com

Acceptance

Please sign and date the original and enclosed copy of this proposal and return the signed original to Strategy Solutions, Inc. The above proposal has been read, acknowledged and agreed to this _____day of _____, 2015.

Your Organization

_____

Strategy Solutions, Inc.

_____
Debra A. Thompson, President

Appendix A: Tools & Resources Available Through Strategy Solutions' Toolkit

Strategy Solutions "toolkit" of project management and organizational development support includes:

Organizational Capacity Building Training and Coaching
- Conduct internal staff and functional capacity assessments using the McKinsey capacity assessment model (nonprofit) and/or Strategy Solutions self-assessment tool (for profit)
- Assess the current technical skills of incumbent staff members for any/all of the technical/functional areas of expertise listed below
- Teach current employees how to do any of the processes identified below and provide coaching and support until they master the new skill(s)
- Provide technical assistance and/or interviewing assistance to support the selection process for new employees who would do any of the functions/processes identified below

Strategic Planning Process
- Industry and best practice research and analysis to determine current and emerging trends
- Environmental Assessment data collection, analysis and reporting
- New program and project planning, prioritization and sequencing
- Strategic investment budgeting
- Develop the quarterly reporting and performance dashboard process
- Ensure measurement and reporting systems are put in place to tie the CEO's performance evaluation process to the strategic plan
- Board and Management retreat facilitation
- Institutionalizing an ongoing strategic planning process

Program/Product Development/Feasibility Study Process
- Ensure that the stage-gate model is followed and that logic models are appropriately developed, utilized and translated into outcomes measures and data collection tools
- Ensure that appropriate needs assessment information, cost accounting and financial modeling is completed to support program development
- Shepherd/project manage/fast track the program development process, including assisting with the identification and development of innovative programs and research tools and processes, ensuring that the feasibility process and implementation approach are coordinated

Quality/Continuous Process Improvement
- Provide training and technical assistance to establish an appropriate quality and continuous improvement function(s) (including but not limited to work flow analysis, flow charting, data collection and analysis)
- Assist leadership in determining the strategic investment budget for quality measurement and monitoring and in determining the appropriate organizational structure and reporting relationships
- Establish quality measurement and reporting processes

- Tie quality improvements to licensing and/or accreditation efforts

Project Management/Facilitation of Challenging Projects
- Design and implement the appropriate combination of discovery, education, group process, conflict resolution and consensus building to accomplish the "impossible" project or initiative that everyone has said can't be done or has been a goal for a long time that is stalled and can't seem to get going.

Board Training, Development and Support
- Provide training and board retreat facilitation to educate the board on their roles (vs staff) in governance, planning and fundraising
- Provide training on the Standards for Excellence in Nonprofit Ethics & Accountability and the expectations of the board in the process
- Conduct board performance evaluations and assist organizations with implementing an ongoing board performance evaluation process
- Analyze the committee structure and redesign if necessary to ensure that the board structure supports strategic plan implementation; create "agendas of work" for board committees to support strategic plan implementation
- Provide staff and board education on the role of the "staff liaison" to the board and board committees; educate staff members on their role in providing "completed staff work" for the board
- Ensure board appropriately supports strategic plan implementation and educate the CEO in their role leading the process
- Provide project management support for the board to conduct CEO evaluations and establish CEO performance criteria

Market Development/Product/Market Positioning Support
- Conduct focus groups, surveys, and individual interviews to determine market development and product/market positioning strategies
- Provide training and support for internal capacity building (teach employees how to conduct focus groups, surveys, interviews)
- Work with advertising agencies/marketing firms to identify branding and market growth strategies
- Conduct feasibility research to support social enterprise/new venture development
- Develop, implement and conduct customer satisfaction surveys and/or customer relationship management systems

Sales Support
- Process mapping of the sales cycle and sales phases
- Facilitate planning, goal setting, and role clarification to support the sales cycle
- Concept test creative and marketing messages to support the sales process
- Develop educational programs, videos, testimonials and other collateral materials to support the sales and referral process

Management Restructuring/Leadership Development
- Identify an appropriate management structure and span of control for individual leaders/ managers based on organizational needs
- Redesign management structure
- Identify the curriculum and goals related to employee development plans and coaching for selected leaders

Employee Development Planning, Training and Talent Management
- conduct employee satisfaction surveys
- Succession planning for senior leaders and board members and/or any position with high levels of technical knowledge (i.e., "one man shops) – both "one time" and establishment of a continuous succession planning process tied to employee development planning
- Implement an employee development planning process to ensure that the succession plans for leaders are implemented and that a leadership development program is implemented
- Design and implement in individual career development planning process for employees, tied to the performance process
- Development and implementation of a "targeted selection" process for key positions including utilizing behavioral interviewing strategies
- Assistance with identification and implementation of a Talent Management System
- Create and implement customized training programs for any topic or technical training required by the company utilizing internal "experts" as guides and trainers; offer "train the trainer" course for employees who need to enhance their training skills
- Development of desk manuals for key positions ("how to guides" that outline requirements for a job so that anyone who is new can pick up the manual and do the job the next day)
- Development and implementation of "Your Organization's University" (the management development and training program for your supervisors/managers, customized to meet your organizations' needs) including a "train the trainer" curriculum to teach your internal staff how to be trainers within the University model

For Nonprofit Organizations:

Grant Research and Grant writing
- identify local, regional, state, federal, private and corporate funding sources
- project management support for organizing and implementing grant writing efforts (especially when the approaches/concepts are not well defined)
- provide grant writing assistance and/or editing for internal staff members
- work with professional grant writers (as subcontractors – we work with Abby Skinner and Jen Martin) for large complicated projects

Outcomes Measurement & EMR Implementation Process
- Conduct logic model training for managers & supervisors and create logic models for programs
- Develop and implement tools and methods to track outcomes and tabulate and report results
- Assist with researching and the selection of a software/vendor for EMR
- Quality control review of the logic models and program activities to support the EMR process and provide coaching support for directors/supervisor struggling with understanding the concepts
- Develop checklists and clinical protocols and begin to translate program outcomes and data collection requirements into staff orientation and training programs to ensure program fidelity
- Quality control review of the variables selected for the EMR process and associated data collection forms and identification of agency wide policies and data collection efforts

Establishing a Clinical Research and Program Evaluation Process
- Development of hypotheses and research questions related to program logic models as part of program development process
- Identification/review of measurement and evaluation tools
- Development and implementation of client satisfaction surveys
- Identify and assist with the selection of research staff & external evaluator(s) for clinical research as appropriate
- Help to clarify the strategic investment budget for research and evaluation
- Assist leadership in determining the appropriate organizational structure and reporting relationship(s) for clinical research

Clinical Quality/Continuous Process Improvement
- Provide training and technical assistance to establish an appropriate LEAN quality and continuous improvement function (if desired)
- Assist leadership in determining the strategic investment budget for quality measurement and monitoring and in determining the appropriate organizational structure and reporting relationships
- Establish quality measurement and reporting processes

- Tie quality improvements to accreditation efforts

Organizational Accreditation Project Management
- Assist agency in conducting "mock" surveys for accrediting bodies (such as JCAHO, CARF, National or PA Standards for Excellence in Nonprofit Ethics & Accountability)
- Analyze organizational readiness for survey (to determine if appropriate processes and systems are in place)
- Conduct risk assessments, diversity, accessibility and/or other assessments required by accrediting bodies and develop and implement action plans
- Integrate those required functions/action plans with other planning and quality systems
- Provide project management assistance to ensure that all requirements are met prior to actual survey site visit(s)

Fundraising Project Management and Support
- Event organizing, planning, project management and/or implementation for entire event or a selected component
- Pre-capital campaign planning, developing a case for support and support for identifying and selecting appropriate campaign counsel
- Organizing committees and developing project plans to support fundraising efforts