

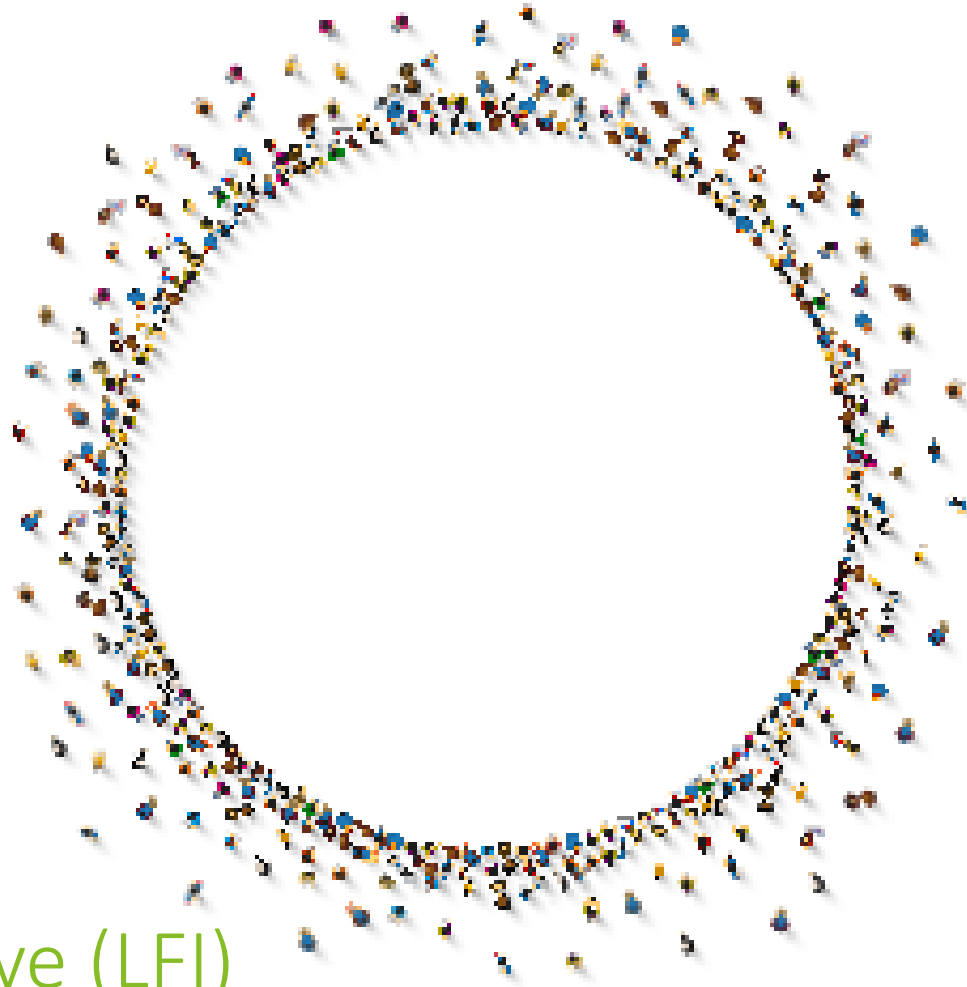
Welcome!



***If you had 25 hours every day,
how would you use your extra
hour?***

Feel free to put your answers in the chat!





Leap Futures Initiative (LFI) LAC Townhall

September 14, 2022

Introducing the Monitor Institute by Deloitte (MIbD) Team



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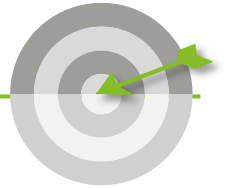
Manan Mehta
Consultant




The MIbD team is **supporting the LEAP Ambassadors Community (LAC) in designing and shifting its operating model** through an equitable and transparent process to determine and **affirm a minimum viable plan and governance approach** for the future of LAC.

Today's Agenda

Topic	Time
Introductions and Framing	5 mins
What the Steering Committee has learned	15 mins
What this means for the path forward	35 mins
Next Steps	5 mins

Objectives



-  Update the entire LAC on the LFI process and Steering Committee's progress
-  Get the LAC's feedback on the path forward based on what the Steering Committee has learned
-  Discuss how ambassadors can engage in the path forward for the LFI

Invitations for Today's Call

- Today's session is meant to be conversational, and we want to hear from you! Please **feel free to come off mute** if you have a question or comment or **use the 'raise hand' feature** in Zoom.
- You may also **type any questions or comments** you have in the chat.
- If you prefer, you can **send a chat to Bridget Brennan** directly.

The purpose of the LFI is to help the LAC map out scenarios to **become a sustainable, self-governed entity.**

Guardrails for the LFI process

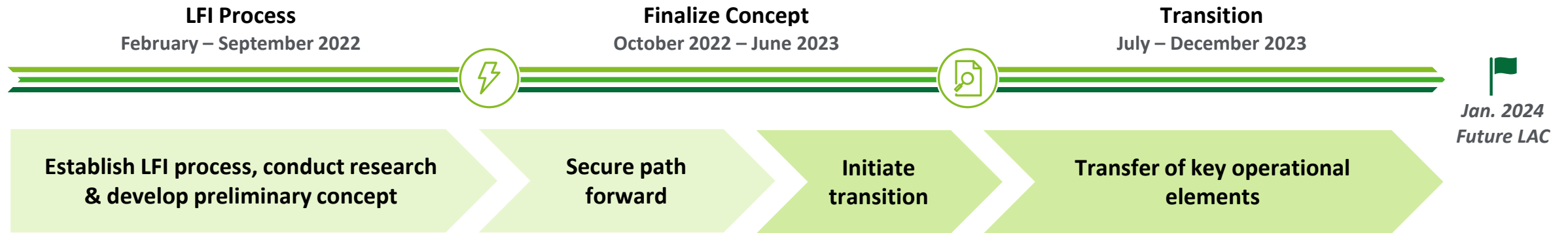
The Morino Institute's support and funding for LFI planning and facilitation is contingent on the below criteria.

- 1** **Foundation definitions will be maintained and built on**
 - Purpose will remain tied to performance and substantially aligned to the LAC's current mission
 - Virtual element of community will be maintained as core to its operations
- 2** **Process essentials**
 - Facilitated process
 - Open, transparent, inclusive, equitable, collaborative, and participatory
- 3** **Necessary engagement**
 - A critical mass of engaged, invested ambassadors to participate in the process
 - Must have the support of a supermajority (70%) of this critical mass of the LAC
- 4** **Results sought**
 - LAC will define, in clear terms, what it is
 - LAC will agree upon how it will operate via a collaborative, participatory, and consent-driven decision-making model
 - LAC will develop a minimum viable plan for how it will become a sustainable, self-governed entity

LFI Process Overview



Looking Ahead – Preliminary Roadmap



What the Steering Committee has Learned

What's been done

This work has been grounded in an initial set of questions about how the LAC can become a sustainable, self-governed entity by 2024.

Initial questions

- Which funding mechanisms will be the most feasible to fund the future of the LAC?
- What type of entity will the LAC be going forward? (e.g., separate 501(c)(3), learning community, part of another org)
- What activities should the LAC pursue to advance its mission?
- How will the LAC be run and decisions be made?

Work to date

- Gathered initial **survey responses from 220+ ambassadors**
- Formed **19-member LFI Steering Committee** emphasizing broad inclusion and diversity
- Facilitated **20+ in-depth interviews and focus groups** with ambassadors
- Analyzed current LAC **cost and operational data**
- Conducted **research on 15+ analogue organizations**
- Gathered **survey responses from 100+ ambassadors** on membership dues
- Held **7+ working sessions with the LFI Steering Committee** to explore **different funding and governance hypotheses**, debrief research insights, and scout the path forward

Funding, Governance, and Activities We've Explored

1

Membership Organization + Grants

LAC becomes a professional membership organization that charges membership dues, in addition to receiving grants from external funders

2

Group of Funder(s)

A group of funders move forward together OR separate grants from other funders

3

Partner Alignment

LAC is housed as a program area within another organization (e.g., aligned nonprofit, academic center, back-office support)

4

Transition Funding

Bridge funding that will determine which option we're pursuing

5

Largely Volunteer-Led

Light set of activities (e.g., listserv and moderation) without formal organization status; supported by volunteers

6

Earned Revenue / LLC or B Corp Model


LAC generates earned revenue by developing and selling and/or licensing products and services

What We Heard (1/3)

THE FUTURE OF THE COMMUNITY


 78% of survey respondents **want the community to continue**¹


Widespread call for further incorporating equity into the LAC tools (e.g., PI), value proposition, and community culture

 “We always find that racial equity work [at my organization] is the easiest work to be funded... leadership development with that lens could be quite powerful.”

Desire to clarify the benefits and explore next generation value propositions:

 **Peer learning among thought leaders in the social sector** to help them improve performance in their organizations, receive peer assists on challenging problems, and share best practices

 **Strengthening the capacity of the sector** by facilitating knowledge development, creating new tools/frameworks, and disseminating current research.

 **Improving social sector performance** through advocating for specific policies, codifying sector norms and standards, and convening changemakers to address field-level challenges

¹ References the LFI Spring 2022 Survey in which 225 LEAP ambassadors participated

What We Heard (2/3)

GOVERNANCE

Resource-intensive and complex to become a **standalone organization**

Becoming a **largely volunteer-led organization** is likely not sustainable over the long-term



“Volunteer-led orgs need a backbone cadre of support to enable success... a single leader or leadership team is critical to generate funding and organize efforts.”

Beneficial to partner with an existing entity to share infrastructure and costs



Organizations/coalitions that focus on strengthening the nonprofit sector are **seen as high-potential partners**



Based on similar transitions, helpful to **keep wide aperture for potential partners** (e.g., use an RFP)

What We Heard (3/3)

FUNDING



Membership Fees

- **Substantial majority of those whose organizations pay** membership dues felt organization would be willing to pay LAC dues
 - **Majority of those who have to pay themselves unsure** if they would pay yearly dues
 - **Membership price sensitivity varies by ambassador sector**; ambassadors working for nonprofits most price sensitive
 - Caution to **create flexible, equitable approach** that protects and expands community diversity
-



Funders

- **Challenging to find a sole funder** to sustain the LAC
 - **Possibility of multiple funders**, for transition and/or higher membership grants
 - **Fewer than 10 funders focus on strengthening the social sector** (e.g., investing in infrastructure, nonprofit leadership, systems, tools, trainings, etc.)
 - **Potential interest from funders for new activities** (e.g., implementation work, leadership development equity training)
-



Other funding sources

- **Earned revenue focus would require a dramatic shift** in operations, does not align with the equity values
-

What this means for the path forward

Implications of What We Heard

A partner to house the community is an option worth exploring further, given the infrastructure and cost-sharing benefits potentially available to the LAC

- Requires **ambassador buy-in on broad characteristics** the community would look for

A mixed funding model is emerging as a potentially viable approach; multiple funding streams could include:

- Transition funding while a partner is being secured
- Grant funding from multiple funders
- Membership dues (likely a small component of the total mix); could include a sliding scale membership structure to enable a more equitable approach to membership dues

Potential funders **may want to fund different aspects of the LAC**, including net new activities (e.g., incorporating equity into the Performance Imperative, facilitating equity-focused leadership trainings, etc.)

Exploring the emerging path forward

The Steering Committee proposes the following activities to move to more concrete concept development:

Value Proposition:

- Affirming the LAC's present value proposition** to communicate key benefits to partners and funders
- Assess viability of **net new value propositions**

Partners and funding:

- Pursuing partner organizations** interested in housing the LAC
- Pursue funders** interested in transitional and/or longer-term support
- Conducting **further analysis on the role membership fees could play** in funding model

Infrastructure / Operations:

- Standing up three working groups overseen by the Steering Committee** to work on key issues
- Building out the operational plan** to transfer key assets and infrastructure to potential new partner

Proposed Governance for the LFI process through 2023

LFI Steering Committee

Oversee working groups and steward the input and decision-making process
during each phase of implementation

LFI Working Groups

Execute LFI implementation plan, **answer key outstanding questions related to funding and governance**, and provide regular updates and recommendations to the Steering Committee.

Value Proposition

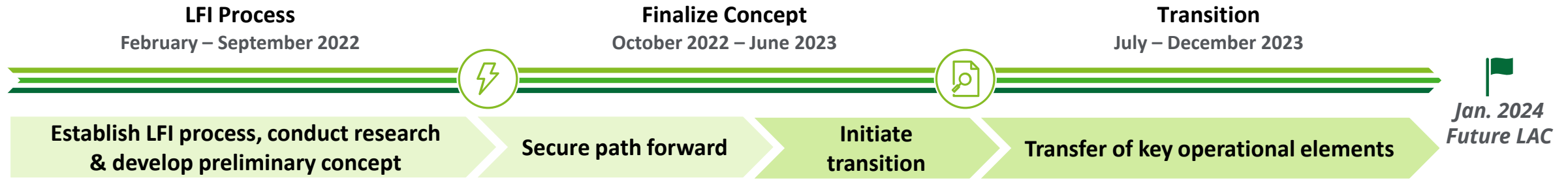
Fundraising

Partnership

LEAP Ambassador Community (LAC)

Collective body for input and decision-making on funding sources and governance models
once viable options have been identified

Looking Ahead – Preliminary Roadmap



OVERVIEW

- **Set up Steering Committee** to guide the process
- **Frame the options**
- Conduct research and **gather data**
- **Narrow to a preliminary concept** and path forward, including governance

- **Outline potential value propositions**
- Pursue specific **partners and funders**
- Further **refine membership potential**
- **Negotiate specific terms** and begin transition

➤ **Go/No-Go Decision point late 2022:**

- Is there interest from prospective partners?

➤ **Go/No-Go Decision point in early 2023:**

- Are any of the down-selected partner organizations a good fit for the LAC?

➤ **Go/No-Go Decision point in Q2 2023:**

- Does the community accept the final path forward?

- **Prepare back-office and infrastructure** (e.g., data and CRM, IP)
- **Personnel transitions**
- Document key processes and tools and **conduct hand offs**

Discussing the path forward

- **What are your initial reactions on the proposed path forward?** What resonates with you? What doesn't?
- **What feedback do you have for the Steering Committee** and the working groups as they conduct their analysis?
- **Does the path forward raise any ideas about organizations** you know of or are a part of that the Partnership working group should consider?

Next Steps

Your Participation Requested!

We need ambassadors to **join the Steering Committee or a Working Group** to help move the next phase of the LFI forward. **Please type in the Zoom chat or reach out to Elisha Desmangles at edesmangles@deloitte.com** if you would like to join either the Steering Committee or a particular Working Group.

Our team will also be conducting targeted outreach to involve additional ambassadors in this effort and **ensure a diversity of people, voices, and perspectives.**