



OTSEGO **now**
HUB FOR ECONOMIC PROGRESS

Strategic Plan

March 18, 2016

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An Introduction to Otsego Now's Strategic Plan

In the Fall of 2015, the Board of the County of Otsego IDA commissioned Peter Fairweather, President of Fairweather Consulting, to work with us to prepare a strategic plan, to serve as our guide as we evaluate projects, establish priorities and develop tactics to ensure our ultimate success.

Across two half-day sessions – the first held on November 19th, 2015, in Cooperstown, New York, and the second held on November 30th, in Oneonta – Peter served as facilitator and guide as our nine board members spent hours discussing the vision, mission and priorities of Otsego Now. Peter had us begin by formulating an understanding of what Otsego Now's "core idea" is, and once we had reached consensus, our mission and vision crystalized, and the lenses through which we see projects and opportunities became absolutely clear.

Our board – which comprises members both young and seasoned, members who have served for 30 years and for a little over a year, members with deep backgrounds in everything from finance to farming to manufacturing to law to architecture – has never had such a rich opportunity to step away from the boardroom to discuss strategy and philosophy, and this Strategic Plan represents the fruits of the frank discussions that occurred across those two days last November.

Here, at the end of my term as Chairman of the Board, I am proud of – and more than a little surprised by – all that we have achieved across the past two years, and energized by the opportunities ahead of us. This document will serve as the prism through which we evaluate all that we do and seek to do across the next several years, and it will guide us well because it arose from the board's deep understanding of what we do best, and how we can best serve Otsego County.

With deep appreciation for Peter's guidance and wisdom, and for the board's immeasurable contribution,

Yours,

Robert Hanft, Chairman

Otsego Now's Strategy: A Summary

Otsego Now: A Catalyst for Economic Transformation

Through this strategic planning process, the Board has determined that Otsego Now is uniquely positioned to act as a catalyst for economic transformation of the Otsego County economy by concentrating its efforts on projects that have the potential to substantially increase employment, wage levels and overall prosperity in the County economy.

Otsego Now's Strategic Position in Economic Development in Otsego County

TO Job creators and Otsego County and its local governments

OTSEGO NOW IS the catalyst for the transformation of the Otsego County economy

THAT CAN provide resources to promote projects that produce high-quality jobs, significant spillover benefits, or serve as a platform for new industries

BECAUSE it has the expertise to navigate the economic development process, develop sites, provide financial support, prepare workforce and communicate with and mobilize the stakeholders needed for economic development

Otsego Now's Mission

The Mission of Otsego Now is **to transform Otsego County's economy so that it can provide a prosperous livelihood for all its residents by attracting and retaining business investment** from established and growing firms that will bring high-paying skilled jobs to our community. This will involve:

- Improving the County's Economic Development Assets
- Developing the County's Workforce
- Navigating the ED system for clients
- Providing Targeted Financial Assistance to Transformative Projects

The details of Otsego Now's strategy are provided in the pages that follow.

Otsego Now: A New Approach to Economic Development

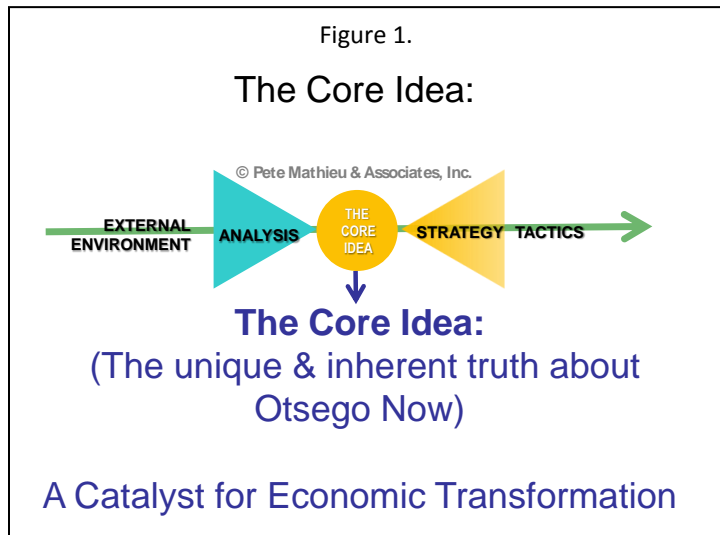
In 2014, the County of Otsego Industrial Development Agency (IDA), which had previously shared staff, offices and a website with the County, became a separate organization rebranded as Otsego Now. The agency, which is financially independent, operates on funds from client fees, rental income, and returns on investment.

Otsego Now consists of the IDA, the Otsego County Capital Resource Corporation (OCCRC), and the Workforce Training Center. Otsego Now has a nine-member board that meets monthly. The board is appointed by the County Legislature. During the transition in 2014, the organization took on three new staff members, Chief Executive Officer (CEO) Alexander “Sandy” Mathes, Jr., Chief Operations Officer Elizabeth Horvath, and Director of Workforce Development Dawn Rivers. CEO Alexander “Sandy” Mathes, Jr. is an independent contractor who has a three-year contract with Otsego Now. Elizabeth Horvath and Dawn Rivers are permanent staff.

Reviving economic prosperity in Otsego County involves myriad challenges. Given the many needs in the County and Otsego Now’s limited resources, this strategic plan must set a clear direction that establishes priorities for the staff, the board of directors, and the organization as a whole so that it realizes the highest possible return for the resources it commits to economic development in the County. That has been the focus of this strategic planning effort. Such an approach is outlined below.

Otsego Now: A Catalyst for Economic Transformation

A framework developed by marketing expert A.H. Pete Mathieu guided the creation of this strategic plan. The model calls for any strategic plan to be developed around a “core idea” that defines the unique and inherent truth about an organization which differentiates it from the competition in ways which are meaningful and persuasive to the target audience(s) it serves. Through this strategic planning process, the Board has determined that the unique and inherent truth about Otsego Now is that it acts as a catalyst for economic transformation for Otsego County by concentrating its efforts virtually exclusively on projects that have the potential to contribute to the transformation of the Otsego County economy.



Definition of a Transformative Project: For the purposes of this strategy, in order to qualify as a transformative project to be addressed by Otsego Now, the proposed project must meet at least one of the following criteria:

It creates or retains a large number of jobs: In Otsego County in 2013, 90% of all private firms had fewer than 20 employees.¹ Therefore for these purposes, any project creating or retaining 20 or more private sector jobs (or the full-time equivalent) is considered transformative.

It provides high wages: In Otsego County, the average annual wage for a private sector jobs in 2013 was \$36,866. In New York State (excluding New York City) the average annual wage for a private sector job in 2013 was \$39,782.² Therefore, for these purposes, any project providing average annual wages higher than the average for New York State outside of New York City is considered transformative, in that it will help move Otsego County's annual average wage closer to that standard. In this case, the criterion for high average annual wage can be set at \$40,000 for jobs that include health insurance and retirement plans.

It has a high spillover effect in the County: A project that can demonstrate that, through direct, indirect and induced multiplier effects, it can create an additional 65 permanent private sector jobs in the County (the equivalent to the creation of five new private businesses in Otsego County, given the 2013 average of 13 jobs per establishment³) is considered transformative.

It establishes or extends key Infrastructure for the County economy: A project will be considered transformative that includes the extension of key infrastructure (i.e., public sewer, public water, public road, transit, utilities and broadband telecommunications, etc.) to an area or areas considered priority growth areas by Otsego Now and/or Otsego County government or municipalities within the County.

It improves workforce preparation in the County: The project establishes new opportunities for Otsego County residents to improve their prospects for increased earning through training and educational opportunities.

It enhances quality of life that in turn improves the ability of firms to recruit and retain employees: A project that creates or expands such civic facilities as facilities in health care, outdoor recreation, performing arts and culture and/or creates or expands facilities for destination retail (as defined under NYS economic development law) will be considered transformative for Otsego County's economy.

¹ US. Census Bureau, County Business Patterns. (2013 is the most recent year for which data is available.)

² US Department of Labor Quarterly Census of Employment and Wages. (2013 is the most recent year for which data is available.)

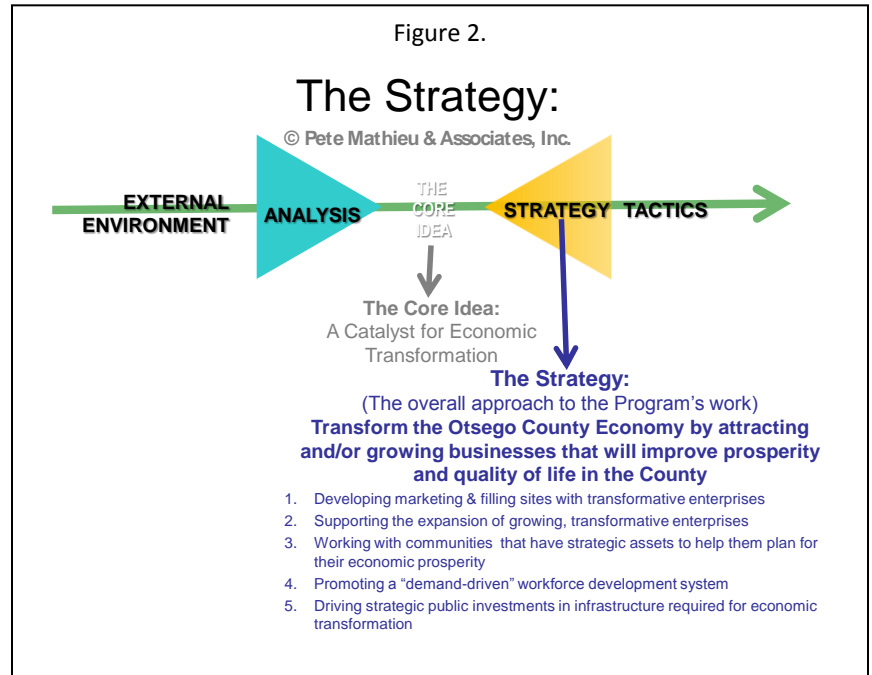
³ US Department of Labor Quarterly Census of Employment and Wages. (2013 is the most recent year for which data is available.)

Otsego Now’s Strategy: Focusing on Transformative Projects

From the core idea emerges a strategy for the organization. This is an overall approach to an organization’s work that is derived from the unique and inherent truth of the organization.

Otsego Now’s Statement of Strategic Position

Defining the Core Idea provides the basis for establishing a strategy for the organization. The “Core Idea” articulates the truth as it exists. The strategy sets an overall approach for success based upon that truth. This first step in defining the strategy is to describe the organization’s strategic position, outlining how the organization will mobilize the core idea to build its business. During the strategic planning process, Otsego Now’s statement of strategic position emerged as follows:



TO job creators and Otsego County and its local governments

OTSEGO NOW IS the catalyst for the transformation of the Otsego County economy

THAT CAN provide resources to promote projects that produce high-quality jobs, significant spillover benefits, or serve as a platform for new industries

BECAUSE it has the expertise to navigate the economic development process, develop sites, provide financing, prepare workforce and communicate with and mobilize the stakeholders needed for economic development

Restated, Otsego Now’s strategy is to act as a catalyst for economic growth by focusing on transformative projects as defined above in the “Core Idea” section.

Programmatic Activities for the Strategy

The programmatic activities that will drive the strategy include:

- Developing, marketing & filling sites with transformative enterprises
- Supporting the expansion of growing, transformative enterprises
- Working with communities that have strategic assets that can support economic transformation to help them plan for their economic prosperity
- Promoting a “demand-driven” workforce development system
- Driving strategic public investments in infrastructure required for economic transformation

Using a Strategy Screen for Projects

As part of implementing a strategic plan, an organization can set “screens” through which they filter out activities that are not priorities.⁴ Based upon the strategy outlined in this document, in order for Otsego Now to take on a project, it must pass through these screens:

Screen 1: Is it a transformative project as defined by the strategic plan?

Screen 2: Does the Client want the help?

Screen 3: Does the Community want the project?

Screen 4: Does Otsego Now have the appropriate skills and resources to help? Specifically, is navigating the economic development process, developing sites, providing financing, preparing workforce as well as communicating with and mobilizing the stakeholders critical to the success of this project?

An important implication of this strategic plan is that Otsego Now will only take on projects that pass through these screens. All other projects coming before the organization that do not pass through the screens must be referred to other organizations in the County or the larger region.

The Mission

Based upon the discussion of its core idea at the board retreats, Otsego Now should consider the following clarification of its mission:

⁴ Cf. David LaPiana. *The Nonprofit Strategy Revolution*. St. Paul MN: Fieldstone Alliance, 2008, p. 149.

The Mission of Otsego Now is **to transform Otsego County’s economy so that it can provide a prosperous livelihood for all its residents by attracting and retaining business investment** from established and growing firms that will bring high-paying skilled jobs to our community. This will involve:

- Improving the County’s Economic Development Assets
- Developing the County’s Workforce
- Navigating the ED system for clients
- Providing Targeted Financial Assistance to Transformative Projects

This mission statement reflects the conclusions drawn from the conversations at the two meetings. It emphasizes the transformative nature of Otsego Now’s work. The new mission clarifies the broad category of “business support” by specifying that Otsego Now “navigates the economic development system for clients”. The original mission states that Otsego Now provides tax incentives. In the new mission statement, that is broadened so that Otsego Now provides targeted financial assistance to transformative projects. As with all other aspects of this strategic plan, this clarification of the mission is intended to enable Otsego Now to focus on those transformative projects that Otsego Now has the capabilities to support. This will draw upon the strength of the organization (as embodied in its “core idea”) and maximize its potential to improve the County’s economy.

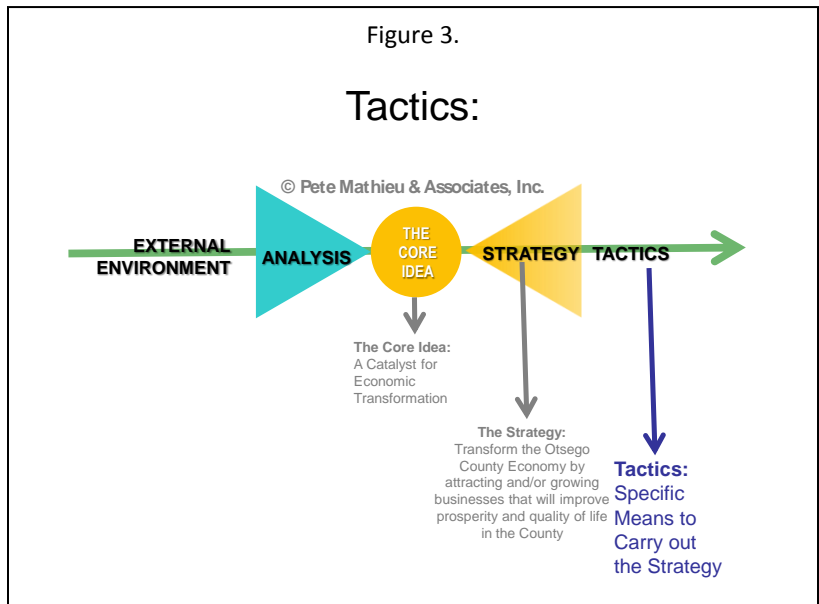
Tactics: Implementing the Strategy

As indicated in the Core Idea model, strategy is translated into action via a program of tactics.

The strategic plan for Otsego Now will be implemented through a program of tactics assigned to both the board and the chief executive officer. They are provided below.

Priority Tactics for the Board

As will be discussed below, the primary roles of a not-for-profit board involve policy formulation, organizational oversight, financial stewardship and advocacy on behalf of the organization. Based on this strategy, these are the Board Priorities for Otsego Now:



1. Improve relationship with County to improve effectiveness of Board member recruitment and development process to provide adequate diversity of member demographics, skills, etc.

Under its current legal structure, members of Otsego Now's board are appointed by the County's legislative body, the Board of Representatives. In order to ensure that Otsego Now's Board has access to the skills and experience needed to further its economic development mission, the Board must always have a close productive relationship with the County Board of Representatives.

This will enable the County Board to understand the needs of Otsego Now and allow the two organizations to recruit and nominate members to Otsego Now's board that have the background and experience required of that organization. This will also require the Otsego Now Board to have a ready understanding of its needs with respect to board membership so that these can be communicated to the Board of Representatives.

As part of preparing the Otsego Now Board to better understand its needs, a board recruitment matrix is included as a guide for considering the skills and other types of characteristics desired of board members. Note: the guide to succession planning referenced below in the discussion of that topic also includes a slightly different version of a board recruitment matrix.

2. Engage in succession planning/contingency planning including:

2-1. Prepare a succession/contingency plan for Chief Executive Officer replacement

One of the most important functions for any board of directors is to ensure that it maintains continuity in the leadership of its organization. For example, while Otsego Now currently has a strong leadership team, the Board must ensure that a succession plan is in place to replace current leadership in the face of planned transitions such as retirement, or in light of a sudden unplanned loss of leadership. In 2011, the Federal Reserve Bank of Kansas City published a guide for executive succession in not-for-profit organizations. It is attached as an appendix to this report. The guide suggests that the Board and the Chief Executive Officer begin the succession planning process by reviewing a series of succession planning readiness questions. These can be found in the document itself.⁵

2-2. Create an evaluation system for the Chief Executive Officer and Board

Two of the most important responsibilities of any board are its evaluation of the CEO's performance and its evaluation of its own performance. Each of these is an important part of the implementation of Otsego Now's strategic plan. With limited resources at hand, it is critical

⁵ Arlene Alvarez Quick, *Nonprofit Executive Succession-Planning Toolkit*, Federal Reserve Bank of Kansas City, 2011, p. 7.

that Otsego Now make the best use of the skills and expertise of its Chief Executive Officer and its Board. Regular evaluation of both helps keep the CEO and Board focused on the tasks most important for the success of this strategic plan and for the accomplishment of the organization's mission.

The elements of an effective Chief Executive Officer evaluation by the Board include:

- An agreed upon scope of work or job description that outlines the duties of the CEO and describes the relationship of the CEO to the Board.
- Clear expectations and metrics that will be used to measure the CEO's performance. For example, the outcomes associated with the programmatic activities of the strategy identified on page 9 of this report should be part of the expectations and metrics of the CEO's evaluation.
- An agreed upon evaluation process that identifies when the evaluation will be performed, the steps involved and the persons responsible for participating in the evaluation.⁶

In addition to evaluating the performance of the Chief Executive Officer, the Board should also evaluate its own performance. This should be done in cooperation with the CEO. Table 3, found in the Appendices, provides an example of a board self-assessment. As part of the strategic plan implementation, the Board should conduct this assessment in cooperation with the CEO to gain a better sense of how well it is performing and if there are aspects of its role that need improvement, particularly in light of the new demands made upon the board by this strategic plan. A sample board self-assessment tool is included in the appendices to this report.

2-3. Clarify Board/Staff roles/responsibilities

A critical success factor for any not-for-profit organization is maintaining clarity about the roles and responsibilities of the board and those of the CEO and the staff. *The Handbook of Nonprofit Governance* devotes a chapter to this division of labor (summarized in Table 1 on page 9). The key distinction is that board provides policy direction and oversight, while the CEO and staff implement policy.

It is not unusual for a recently created not-for-profit to have to sort out these respective roles, particularly when the organization has a small staff and board members have been actively volunteering to help overcome staffing shortages. But as Otsego Now becomes an established, stable enterprise, it is vitally important that the respective roles be clarified and observed.

Under this strategic plan, the CEO will be responsible for creating and implementing the operational plans needed to implement the strategy. At the same time, the board will be responsible for monitoring the results achieved by Otsego Now with respect to the strategy. Once the strategy has been adopted, the Board should refer to it as part of the

⁶ BoardSource, *The Handbook of Nonprofit Governance*, Jossey-Bass, 2010, "Chapter 13, Evaluation," p. 273.

evaluation of the CEO performance, while leaving daily operational details to the CEO’s purview.

As indicated in Tactic 2-2, maintaining a clear board/staff division of labor will be part of both the evaluation of the CEO and the board’s self-assessment. In addition to that annual review, the Board may wish to set aside a portion of one board meeting each year to specifically review the division of roles and responsibilities as part of preparing for the annual evaluation and assessment.

Table 1.

Roles & Responsibilities

Board of Directors	Chief Executive Officer
<p>Setting Organizational Direction</p> <ul style="list-style-type: none"> Determine Mission, Vision & Values Engage in Strategic Thinking Ensure Effective Planning <p>Ensure the Necessary Resources</p> <ul style="list-style-type: none"> Build a Competent Board Select the CEO & Plan for Succession Ensure Adequate Financial Resources Enhance the Organization’s Public Standing <p>Provide Oversight</p> <ul style="list-style-type: none"> Support & Evaluate the CEO Protect Assets and Provide Financial Oversight Monitor & Strengthen Programs & Services Ensure Legal & Ethical Integrity 	<p>Commit to the Mission</p> <p>Lead the Staff & Manage the Organization</p> <ul style="list-style-type: none"> Exercise Responsible Financial Stewardship Lead & Manage Fundraising Follow the highest ethical standards Engage the Board in Planning Develop Future Leadership <p>Build External Relationships</p> <p>Ensure the Quality & Effectiveness of Programs</p> <p>Support the Board</p>

Source: adapted from BoardSource, *The Handbook of NonProfit Governance*, Jossey-Bass, 2010, “Chapter 3, Governance Roles,” pp. 31-51.

3. Ensure adequate financial resources for the organization by exercising its fiduciary responsibilities in cooperation with the Chief Executive Officer

Exercising its fiduciary responsibilities is one of the most important tasks of any not-for-profit board. This is no less true for Otsego Now. In the next two years, the organization must establish a business model that will provide for its financial and operational sustainability. The Board must see that the Chief Executive Officer provides them with a business plan aimed at achieving that sustainability. This plan can be prepared in conjunction with the Chief Operating Officer and may also include

participation by the Finance Committee. The final document should be presented to the Board by the Chief Executive Officer or his or her designee.

4. Promote Otsego Now as the County's Catalyst for Economic Transformation

Much of this strategy depends upon the larger community understanding the unique role Otsego Now plays in the County's economic development. Whenever representing the organization to outside constituents, it is important that Board members can communicate Otsego Now's role as a catalyst for economic transformation. The Board may wish to develop a short "elevator speech" that will enable its members to succinctly describe the organization's unique role in the County.

Priority Tactics for the Chief Executive Officer

The Board tactics are intended to focus the activities of the Board on those matters of policy and governance most critical to the success of Otsego Now and its strategic plan. These tactics are intended to be complemented by tactics for the Chief Executive Officer intended to drive implementation of the strategic plan. These tactics are described below.

1. Implement program priorities defined by this strategic plan

This will involve the following actions on the part of the Chief Executive Officer:

1-1. Implementation of the strategic activities described on page 9 of this report. The CEO will be responsible for all economic development-related activities of Otsego Now, ranging from development of sites to the preparation of workforce. Note that these activities must be conducted to maximize the impact of Otsego Now as a catalyst for economic transformation. The programmatic activities of the organization must be tightly focused on transformative projects as defined by this strategy.

1-2. Seek broad understanding and acceptance of the role of Otsego Now as a catalyst for economic transformation. In cooperation with the Board, the Chief Executive Officer must ensure that stakeholders throughout Otsego County and beyond understand the unique role Otsego Now is playing in the economic development of the County. The CEO must be prepared to continually articulate that role and be able to distinguish it from other roles played by other organizations in the County and beyond.

1-3. Develop a means for selecting and prioritizing projects based upon the Otsego Now strategy. Given its limited staff resources, Otsego Now must be able to quickly and convincingly focus on the transformative projects that are at the heart of this strategic plan. One of the earliest priorities for the CEO is to create a template that provides an easily understandable justification for the projects the organization chooses to take on and those it refers to other agencies. The strategy screens included in this report are intended as a starting point for this effort.

1-4. Align the needs of this strategic plan with the work plans of CEO and entire Otsego Now staff. The CEO should work with the Board to ensure that his or her work plan is focused on implementation of the strategic plan. At the same time, the CEO (in cooperation with the Chief Operating Officer) should ensure that all staff work plans can be justified in terms of the needs of implementing this strategic plan.

2. Support the Board's efforts to ensure adequate financial resources by preparing a business plan to identify economically sustainable multi-year flows of revenues and expenditures

The CEO will take leadership in creating a business plan for the organization for review and approval by the Board. The Chief Operating Officer should play a role in the creation of this plan.

3. Assess current and anticipated required skill sets for staff and create a program to extend skill sets required to sustain the organization

As an organization with limited staffing, it is critical that Otsego Now achieve maximum productivity for its human resources. The CEO should be actively involved in expanding the skill sets and upgrading the skill of the staff to extend the organization's capacity as well as to build in redundancy so that the organization is able to maintain operations should a staff person be absent for an extended period of time. As appropriate, the Chief Operating Officer should also participate in this effort. It will involve:

3-1. Defining key skills required to implement strategy and maintain strategic approach: The team working on this tactic should create a catalogue of critical skills needed for strategy implementation ranging from overseeing site development to negotiation of contracts and incentives to issues related to regulatory compliance.

3-2. Identifying gaps in current skill sets and those required for implementation: The catalogue of critical skills should be compared to the skill set of the current staff to identify where the existing arrangement is strong and where there are skills that need to be strengthened or added to Otsego Now's organization.

3-3. Recommending steps to eliminate any gaps through training, recruitment of additional staff, etc.: This final step in implementing this tactic is to create a staff development plan to address any missing skill sets through such measures as training, mentoring or adding additional staff.

3-4. Creating a formal staff evaluation system: This effort should culminate in the creation of a formal performance evaluation system for the staff. This would involve consultation with both the Board and the staff members involved to ensure that the method complies with legal

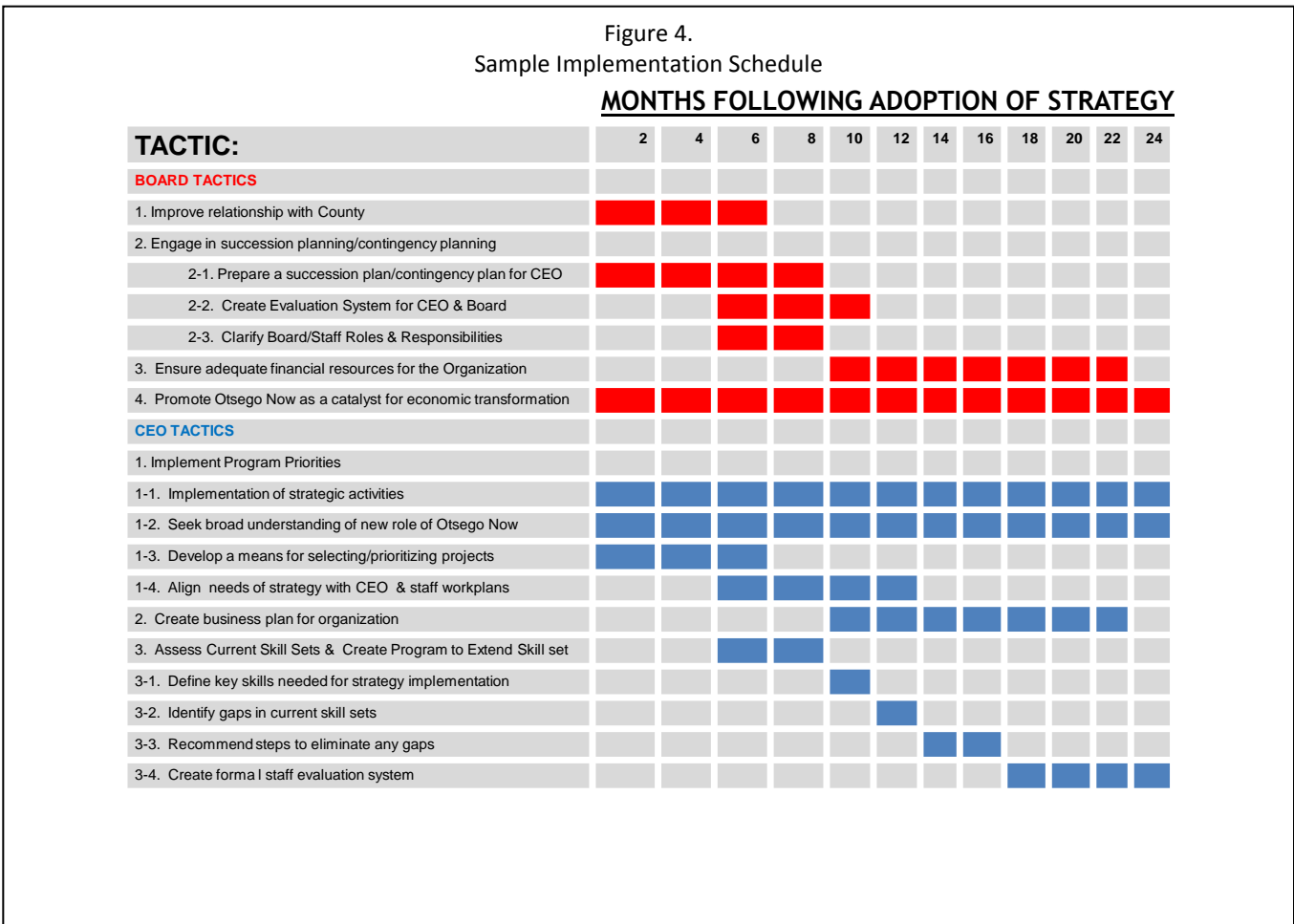
requirements, involves a standardized method and schedule for evaluation and is acceptable and understandable to all involved.⁷

4. Work with Board on succession planning/contract renewal

As indicated in Tactic 2 for the Board of Directors, the CEO and the Board should prepare a succession plan for the organization. In addition, the Board and Chief Executive Officer should negotiate a contract renewal as part of implementing this strategic plan.

Schedule for Implementation

The schedule by which this strategic plan will be implemented must be agreed upon by the Board and Chief Executive Officer. A sample implementation schedule is provided below in Figure 4.



⁷ Cf. Kathy Mendonca, *The Performance Management Toolkit*, Berkeley, CA: Center for Workplace and Organizational Effectiveness, 2011.

Appendices

Table 1: Data used to establish Criteria for Transformative Projects

Table 2: Sample Board Recruitment Matrix

Table 3: Sample Board Self-Assessment Tool

Copies of Arlene Alvarez Quick's *Nonprofit Executive Succession-Planning Toolkit*, published by the Federal Reserve Bank of Kansas City, 2011, are available upon request.

Table 1: Data used to establish Criteria for Transformative Projects

Geography	Total Wages, 2013	Total Employment, 2013	Average Annual Wage, 2013
Otsego County	\$707,267,931	19,185	\$36,866
New York State	\$470,084,621,017	7,318,006	\$64,237
New York City	\$277,434,351,872	3,307,673	\$83,876
NYS Outside of New York City	\$192,650,269,145	4,842,657	\$39,782
Source: NYS Department of Labor, Quarterly Census of Employment & Wages.			

Cumulative Percent of Establishments by Employment Size, Otsego County, 2013.	
Total establishments	100.0%
'1-4'	55.7%
9 or fewer	77.0%
19 or fewer	89.6%
49 or fewer	96.0%
99 or fewer	98.3%
249 or fewer	99.5%
499 or fewer	99.7%
999 or fewer	99.9%
1,000 or fewer	100.0%
Source: Compiled by Fairweather Consulting from U.S. Census Bureau, County Business Patterns, 2013.	

Table 2: Sample Board Recruitment Matrix					
Geography:	TOWN 1	TOWN 2	TOWN 3	REGION	Etc.
Gender					
Female					
Male					
Age:					
20-35					
36-55					
56+					
Sectors					
Manufacturing					
Tourism					
Bus. Services					
Finance & Insurance					
Health Care					
Not for Profit					
Etc.					

Table 2: Sample Board Recruitment Matrix					
Geography:	TOWN 1	TOWN 2	TOWN 3	REGION	Etc.
Skills					
Fundraising					
Fiscal					
Legal					
Marketing					
Real Estate					
Planning					
Personnel/HR					
Programmatic					
Communications					
Technology (e-commerce; instructional, etc.					
Etc.					

Table 3: Sample Board Self-Assessment Tool

Table 3. Sample of Board Self-Assessment			
Criteria	Does Well	Needs Work	Not Sure
Organization’s Mission and/or Strategic Plan Do we use it as a guide for decisions? Does it need to be revised?			
Program Evaluation Do we have criteria for determining program effectiveness?			
Financial Resources Do we understand the organization’s business model? Do all board members participate actively in fundraising?			
Fiscal Oversight and Risk Management Does the budget reflect our strategic priorities? Do we have a firm understanding of the organization’s financial health?			
Relationship with the Chief Executive Is there a climate of mutual trust and respect between the board and the chief executive? Does the executive receive a fair and comprehensive annual performance review?			
Board-staff Relationship Do all board members refrain from attempting to direct members of the staff? Do board and staff treat each other with respect?			
Public relations and Advocacy Are all board members actively promoting the organization in the community? Do we understand the organization’s public relations strategy?			
Board Selection and Orientation Does the board have the necessary diversity of perspectives and other resources needed? Do new board members get an effective orientation?			
Board Organization Do board meetings make effective use of the time and talents of board members? Do our committees contribute to the effective functioning of the board?			
Source: Adapted from BoardSource, <i>The Handbook of Nonprofit Governance</i> , Jossey-Bass, 2010, “Chapter 13, Evaluation,” p. 267.			