This document is a compilation of material from the May 2014 planning retreat and other meetings of staff and the Planning Action Team. It describes the main initiatives that the TimeBank identifies as crucial for its growth and continued operations. They are ranked by priority and the amount of time and energy that needs to be devoted to each.

Approved July, 2014
1. DCTB Structure (Internal and M.A.N.)
2. Sustainable Resources
3. Re-Imagine
4. Neighbor-to-Neighbor/Connecting Communities

The use of initiatives that are identified and recognized during a SOAR retreat transitions into a formalized plan with surprising ease. These are the ideas that you feel are top priorities and have a passion towards achieving, starting now. Many of these are already forming and active, which shows we have an excellent alignment between what is important, and what you want to work on.

The best aspects of a plan obviously are those that are acted upon, and are completed, even if the end result may not be quite what was envisioned during a retreat. When ideas leave the space in which they were discussed during a retreat, they become real, live initiatives in the board room, office and program sites. They become the work that your staff, volunteers, and stakeholders create and make real.
Our Four Initiatives

First Initiative: The Organizational Structure of the Dane County TimeBank: Internally and in Relation to Mutual Aid Network (M.A.N.)

Internal:
I. Creation of Bridge Team
   A. Report updates on progress and tracks milestones for Board at every meeting
   B. Cross functionality with M.A.N. creators, planners and other partners
   C. Preservation of Time Banking as core activity and a tool
   D. Preservation of identity of the TimeBank
   E. Ensure legal, audit and nonprofit issues are monitored and in compliance
   F. Financial Integrity: Important for current grant compliance and reporting
   G. Reports and communications are clean and understandable

Who: Bridge Team Members

II. Internal staffing structure of DCTB
   A. Restructure staffing with Mary’s departure and shifting roles for Steph
   B. Potential addition of Resource Development or Volunteer Coordination staff
   C. Correct fit of current staff towards shifting programs

Who: Staff will do visioning and recommend new positions. Executive Committee will approve.
When: Already in action. Staffing shifts underway in July. Complete by 1/1/15

III. DCTB is a healthy and sustainable workplace and career for staff
   A. Evaluate benefits and pay
   B. Increase Member Hours assisting at TimeBank

Who: Staff will promote member time in office, Executive Committee will examine compensation.
When: Start July 2014. Complete by 1/1/15

IV. Evaluation and Development of Board Structure
   A. Board diversity
   B. Board engagement
   C. Board Training on Financial Responsibilities and Non Profit board duties
Who: Executive Committee will recommend actions, and Board will approve  
When: Start in July. Complete by 1/1/15.

External:

V. Mutual Aid Network  
  A. It is not an absolute that the TimeBank will transition into the M.A.N.  
  B. Explore partnership potentials especially in access to resources  
  C. The Saving and Investment Pool offers a potential new source of sustainability to DCTB  
  D. Understand the capacity  
  E. Awareness of potential change of mission  
  F. Relationships between Neighbor to Neighbor work and projects  
  G. Flexible evolution

Who: Steph, Chris Petit, Bridge Team and Members  
When: Allied Coop start date 8/14. Fully running by 1/1/15

VI. Milestones for Bridge Team To Monitor and Share at DCTB board meetings  
  A. Concrete objectives of M.A.N. established  
  B. Legal Incorporation of M.A.N. occurs  
  C. Bylaws created for M.A.N.  
  D. Goals and plans are created  
  E. Saving/investment pool begins operations  
  F. Decision on future legal relationship of DCTB to M.A.N.

Who: Bridge Team  

Second Initiative: Sustainable Resources

Values:  
During the retreat core values surfaced, along with a vision of how Dane County TimeBanks wanted to shift going forward. The most important ones are:

- Create buffers and planning for annual cash flow: We will build a six month cash reserve of approximately $145,000
- Mobilize local resources
- Increase donor awareness and help people understand what the TimeBank needs funding for, and how it is being used
- Balance the perception of time banking not being about money, but requiring financial resources
- Understand our real costs
- We hire a development position
- The board becomes more involved with their duty to create resources
• Develop Strategic Partnerships
• Develop linkages between our projects, partners and communities
• Increased communication

**Action:**
We created a long list of potential activities and goals during our retreat: the planning team has discussed and prioritized them.

Five main goals or initiatives were identified by the Resource Action Team and it has already begun work on them. These are good ideas and have staff/volunteer energy behind them.

*This is a flow chart generated on June 9th by Kristin and the Action Team.*

This lays out a good timeline with preparations needed to launch in early Fall, having a special event in October, doing an email/mail campaign in November, using December and January for followup and contact with donors, and ending with the Community Shares “Day of Giving” scheduled for sometime in March.

I. Special Event: Birthday Party on 10/10/14.
   Responsible: Kristin and Event Team.

II. Major Donors: A list maintained by Steph is the start of the project. We will work on refining and adding to this list. We will work on preparing a case statement, creating or updating any marketing collateral, and work with staff and volunteers on a plan to prioritize and start approaching potential individual and corporate donors. A major gift has been determined to be $500 and above.
   Responsible: Steph, Resource Action Team and board.
   Timeframe: Start: July and ongoing.

III. Direct mail and email campaign: This will impact current and new individual donors at levels below $500. The action team intends to “beef this up” from past efforts and incorporate cost saving electronic donation asks as much as possible. We will supplement the mailing with follow up calls by trained volunteers and staff.
   Responsible: Mary, Steph, Lorrie
   Timeframe: November 2014 through January 2015
IV. Sustainership: Many good ideas for engaging the appropriate strategic partners that can assist in funding the mission of the TimeBank and/or Mutual Aid Network. This goal will look at priorities for creating long term relationships that will support us financially for many years. Options will include writing additional grants, creating long term contracts for operational service delivery with partners such as Dane County Human Services, and looking for other ways to leverage community support of our work. The goal is to develop collaborations, especially with our organizations and partners for long term funding.

The other area that needs to be included in fund development and budgeting is building the envisioned cash reserve. This will not happen overnight. A series of milestones and goals need to be created, and deliberate commitment to building the reserve (and not spending it!) has to be planned in the next few months.

Responsible: Resource Action Team and Staff
Timeframe: Begin Fall 2014, complete within three years.

V. Stories of the Community: People give to people, and relate deeply to stories that describe the impact on the work that is done. While strategic partners may require more data and outcomes, most of us become supporters when we are drawn in, touched, and begin to care about the work being done. This goal will work on telling and capturing stories, and the primary goal will be to create an archive of compelling stories in both written and electronic formats.

Responsible: Kristin and Katie.
Timeframe: In progress, some complete by October Birthday Party, and Ongoing

VI. Board Giving: A strong and healthy nonprofit board should be able to demonstrate its own commitment to sustaining resources for the organization it serves by each board member making an annual financial gift as they are able. The message to the community should be that each year 100% of the board has contributed to the TimeBank.

Responsible: Board and George
Timeframe: Start July, complete September

Currently the marketing material and website are being evaluated, and arrangements are being made to present to staff and board members a proposal for changes that can be made internally, or perhaps with an outside marketing consultant.

As these goals are completed, or become activated, there may be room for some of the additional items on the list that was generated at the retreat. Many of these were good suggestions and should not be lost.

Reminder Your Consultant is contracted for Fund Development Planning and has begun to assist the resource team.
The Four Aspirations from the Retreat:

The planning team met and discussed the remaining areas of aspiration that were identified. The shorthand titles we created at the retreat were:

I. Re-Imagine
II. N2N BFF (neighbor to neighbor, be friends)
III. Strategic Partnerships
IV. Social Justice

The team on June 23 found that these easily merged into two main aspirations, that would become the third and fourth initiatives. The best of each of these were turned into values and actions, aligning in format with the previous priorities.

Third Initiative: Re-Imagine

Values:
During the retreat core values surfaced. The most important ones are:

• Promote a new Economics
• Provide economic alternatives
• Capital shift from dollars to people
• Collaborate and partner
• Build and promote our relationships through stories

Some of these will appear with action items integrated with them. This demonstrates the alignment within the organization between what is valued, and what is done.

Actions:
I. Redefine Staff Roles and Responsibilities
   1. Shift to a model based on staff personal strengths
      i. What do people want to do, rather than what program or funders want
   2. Move to more specialized staff roles
   3. Mary’s financial duties are shifted successfully to new staff and volunteers
   4. Steph transitions from administration and resource development
   5. We become better aligned with each other
   6. We have a cleaned up and uniform set of operational processes

Responsible: Steph and Lorrie; Approval by executive committee
Timeframe: Started 6/14. Rollout 1/15

II. Revised 2015 contracts will reflect new staffing
Responsible: Steph and Lorrie
III. Promote new economics by sharing stories
   1. Video to show at Birthday Party
   2. Regular series or slot on WORT radio
Responsible: Member Inreach/Outreach Team
Timeframe: By October 2014 for Birthday Party Event

IV. Create and submit a proposal for a funding pool from an entity that could assist the
   TimeBank with partners and as funders.
   1. “Slow Investors” such as RSF and other local Credit Unions
Responsible: Steph,
Timeframe: By 1/15

V. Build relationships with Institutions, partners and other sources
   1. Dane County Human Services, Community Justice and others
Responsible: Steph/Lorrie
Timeframe: Ongoing

VI. Create opportunities for existing and additional community partners
   1. Youth Court: Responsible Lorrie, Timeframe: 6/14 and ongoing
   2. Medical Transportation: Responsible Lorrie, Timeframe: 6/14 and ongoing
   3. WORT sponsorships for events (Birthday Party): Responsible Kristin: Timeframe 9/14
   5. 100 State: Kiosk as public portal on State Street. Responsible: Steph: Timeframe: by 8/14

VII. Youth Court Funding is solid for a full year, through 6/15 and then renews
   1. Police Referral Option is added by 6/15
Responsible: Lorrie.
Timeframe: In process

Fourth Initiative: Neighbor to Neighbor/Connecting Communities

Values:
During the retreat core values surfaced. The most important ones are:

- Passion: inclusion and equality
- Integration of diverse groups
- Empowering individuals and communities
- Appreciation for human value
- Meeting social challenges
- Connecting with Strangers
Actions

I. Assess and serve community needs
   1. Youth Court: How effective is the code of conduct? Responsible: Lorrie
   2. Medical Transportation. Responsible: Kristin
   3. Neighbor to Neighbor Coordinating Capacity
      i. Recruit, train and increase member coordinators in new areas. Establish block
         captains and local contacts. Responsible: Gary and Member Inreach/Outreach
         Team
      ii. Sun Prairie: More Members, and moving from 1-1 to group exchanges.
          Responsible: Katie
      iii. Institutional Partnerships at stores. Responsible: Gary
   4. Allied Coop. Responsible: Steph
   Timeframe: All above by 12/14

II. Actions to gather member input
   1. Member Survey
   2. Revamp member policies
   3. Listening Circles
   4. Understanding what causes a member to “take off” and when?
      Responsible: Outside help?. Timeframe: Begin in 2015

III. Actions to show member appreciation
   1. Awards at Birthday Party. Responsible: Kristin and ?? Timeframe: Start 7/14,
      complete 10/14
   2. Create regular and methodical procedures
   3. Offer random recognition
   4. Backyard heros and photos.
      Responsible: All staff and Member Inreach/Outreach

IV. Expanded membership and more active members
   1. Call or reach out to members with zero exchanges
   2. Call all members and connect them with an action (Alice and outside help?)
   3. Target recruitment by skill set and location
   4. Create a newsletter
   5. Scheduled followup after sign up with a phone call
   6. Recruit members to action teams
   7. Members become donors
      i. Shift to M.A.N. will require paid membership and new policies
   8. Political support for low dollar amounts
      Responsible: Staff, Member Inreach/Outreach Action Team and possible outside
      expertise. Timeframe: Begin in 2014, complete in 2015
Evolution over time of the SOAR framework.
Or “What Happens Next?”

One of the strengths of this type of planning is that it allows flexibility and evolution to occur, which seems like very important aspects given the current environment the TimeBank is in, and where the possible decisions and transitions that are upcoming with the creation of the Mutual Aid Network.

Each of the arrows represents one initiative. Sometimes they may merge with another one, occasionally they may split and become two or multiple goals. One may move quickly for a few months, then lag behind another. These allow give your staff, board and volunteers the ability to work on them as time allows and desire flows.

This framework also welcomes new initiatives at any point. The board and leadership need to monitor when their capacity has the ability to take on new initiatives, as opportunities (foreseen or unforeseen) arise. This seems to fit the culture and history of the TimeBank well. Sometimes there will be bandwidth to add in something new. Sometimes another initiative may be set aside and resources of time and energy devoted to the new initiative.

More often, as an initiative is completed, it allows space to have new ones enter in.
A new idea or initiative should be evaluated by the staff and board. They have to determine if it will lift the TimeBank UP towards the vision, be aligned with the mission, and if the organization has the ability to take it on (and do a good job with it). Either concurrent to that discussion, or soon afterwards, a Results action should take place.

You learned the three steps and the SOAR framework:
1. Set the context
2. Ask key questions, including what success will look like.
3. Determine the actions and resources required, including who will do it, and when.

Now it is up the the staff and board to continue utilizing this framework to monitor the work, hold people accountable, and create new initiatives and goals through 2016.

To make this truly a living document, it can be reviewed and refreshed either at every board meeting, or semi-annually in a process that involves the board and staff. Unlike other plans which become reflective, only as a way to “look back,” the SOAR will be a document that grows as you do.

Congratulations and many wishes for success on this path!

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