CNPE Pivot Plan 2.0
FY 2021 – FY 2023

Our four priorities – and the goals to support them

Board Approved
January 14, 2021
We had a plan for a plan. And that plan outlined an incredible, creative, innovative process to develop a strategy with the whole community that would redefine CNPE and guide it to a new level of impact and relevance within our community. And then – just when it was about to begin – what happened next is what often happens next to plans and plans for plans.

Life happened next.

And Life yanked our attention away from thinking about who we are and what we will do and demanded instead that we live who we are in what we do – amid fear, frustration, anxiety, economic ruin, illness, death, cries for justice, and uncertainty. Lots of uncertainty. Instead of having the luxury of creating a roadmap guiding us toward a vision rooted in our values and beliefs, Life asked us to just figure it out. Here. Now.
We called it many things: “pivot,” “crisis intervention,” “reimagine,” and “rebuild.” We have done, and continue to do, much good work under these and other banners. But what this has really been is a gut check. We have more confidence and a deeper understanding of what our sector needs from CNPE:

• The need for real, meaningful opportunities to learn together.
• The need to connect and for information and resources and ideas to flow.
• And the need for CNPE to organize opportunities to gather, to inspire, and to give each other the hope of a better day.

The question now is: What will we do with all that we have learned? How might we reimagine a different way of working and create something more generative and impactful?

Our answer? We have a plan.
Approval and Implementation

CNPE's staff created this plan with input from hundreds of nonprofit/social impact stakeholders. It builds on our foundational strengths in supporting the sector: curating resources, delivering education and training, and providing high-quality consulting. The plan elevates and expands both our learning offerings and our role in community leadership and convening. Executing on this plan will help CNPE advance racial equity, advocate more effectively for our sector, and build innovative earned-revenue opportunities.

Board Support: This plan is designed to serve as both a framework and a blueprint for CNPE over the next three years. Now that the board has approved this plan, our next step is to complete the action plans that support each goal, and to measure their impact. The initial action plans are included with these goals.

Next Steps: One of the most important next steps is to articulate CNPE’s mission and values through a new brand, logo, and website. This will equip us to demonstrate our value proposition and promote all our offerings in an accessible, inspiring way. Our website and social media will be the portal to access resources, to plan staff trainings, to learn, and more.
Our 4 Priorities and the Goals Supporting Them

Each CNPE priority has three supporting goals.
Priority 1: Elevate Community Leadership & Convening

Goals:

1. Strengthen and nurture a thriving nonprofit/social impact sector ecosystem* through community convenings.

2. Elevate CNPE’s community-wide leadership presence and explore multi-sector (nonprofits, community, movements, business, government) partnerships.

3. Build awareness of the sector’s value and elevate the importance of advocacy and policy.

* A thriving ecosystem is based on relationships, trust, and flow – flow of information, funds & resources, people, and learning.
Priority 2: Operate through an Equity Lens

Goals:

1. Elevate and update all our work through an equity (and justice) lens.
2. Ensure diverse representation among our board, staff, members, consultants, contractors, and suppliers/vendors.
Priority 3: Strengthen Nonprofit Impact

Goals:

1. Focus learning, advocacy, consulting, and internal expertise on the **Six Fundamentals** essential to leading and sustaining a nonprofit organization:

1) Diversity, Equity, Inclusion/Belonging, & Racial Justice

2) Board Governance & Leadership

3) Resource Development

4) Management & Operations

5) Advocacy & Policy

6) Focus on the Future: Thought Leadership, Innovation, & Change

(continued)
Priority 3: Strengthen Nonprofit Impact
(continued)

Goals:

2. Meet the needs of the moment through customized learning, consulting, and resources.

3. Develop internal expertise/skills and partnerships to enhance the Six Fundamentals.
Priority 4: 
Ensure CNPE Sustainability and Viability

Goals:

1. Clearly articulate and promote CNPE’s value proposition, resources, and offerings in learning, consulting, and membership.

2. Build and use technology to elevate CNPE’s offerings; to implement efficient, effective communications; and to support a robust data management program.

3. Ensure CNPE’s financial health through Foundational Partnerships, annual giving, enhanced earned revenue (memberships, educational events/programs, sponsorships, events, and consulting), and resource management.
Each of our supporting goals has an action plan, described in this section.

Updated: January 14, 2021
Goal 1: Strengthen and nurture a thriving nonprofit/social impact sector ecosystem through community convenings

Action Plan:
- Create a system and the conditions to:
  - support the flow of information, resources, people, ideas, and learning
  - build a network that fosters strong sector relationships and collaborations
  - activate important work together through the Community Activation Network (CAN)
  - lift up new voices
- Follow CAN’s seven Guiding Principles and ensure diverse participation and a place where new voices can be heard
- Improve BoardMatch’s functionality and use to grow nonprofit leadership capacity and build a diverse database of skilled individuals who reflect the communities they serve

* Based on relationships, trust, and flow – flow of information, funds & resources, people, and learning.
Goal 2: Elevate CNPE’s community-wide leadership presence and explore multi-sector (nonprofits, community, movements, business, government) partnerships

Action Plan:
- Seek and participate in leadership opportunities:
  - GLI Board of Directors: participate, build relationships, and seek opportunities to align mutual interests and support
  - Ensure alignment with “Build Back Better, Together” Steering Committee and Metro Government’s planning and recovery work
  - One Louisville Fund: engage, participate, and lift up the learnings from this effort
- Develop a public/media relations strategy to elevate the sector’s value and importance
- Update CNPE’s brand to communicate our value proposition and relevance to building a strong, vibrant community
Priority 1: Elevate Community Leadership & Convening

Goal 3: Build awareness of the sector’s value and elevate the importance of advocacy and policy

Action Plan:

- Bring back the Annual CHANGEMAKERS Conference when it is safe to convene
- Lift up the Greater Louisville Project Reports
- Elevate Advocacy & Policy in collaboration with sector partners (Kentucky Nonprofit Network, Kentuckiana Human Services Collaboration, Metro United Way, and Greater Louisville, Inc.)
Goal 1: Elevate and update all our work through an equity (and justice) lens

Action Plan:

- Board and staff to retain counsel and outside expertise to help them improve their understanding, access, delivery of services, and communications to ensure CNPE supports all nonprofits through an equity lens
- Board to review bylaws, board composition, and employee handbook to ensure equity is clear and supported
- Board to determine CNPE’s public position on equity and racial justice
- Staff to review training, consulting, membership, and communications (website, social media, promotions) to ensure CNPE is operating through an equity lens
Goal 2: Ensure diverse representation among our board, staff, members, consultants, contractors, and suppliers/vendors

Action Plan:
- Board to manage its composition
- Staff to review the diversity makeup of consultants, vendors, suppliers, and other contractors and report to the board
- Staff to review membership composition and report to the board
- Staff to review composition of CHANGEMAKERS Award winners
- Staff to review demographic make-up of those accessing or not accessing professional development
- Staff to review demographic make-up of those accessing or not accessing consulting services
Priority 2: Operate through an Equity Lens

Goal 3: Build connections and support for Black-, Indigenous-, and People-Of-Color-led (BIPOC) organizations.

Action Plan:
- Identify and reach out to BIPOC organizations
  - Consider offering a free one-year membership to new BIPOC members
- Ensure these new connections are aware of the resources available to them and know how to use them
- Lift up new voices
Priority 3: Strengthen Nonprofit Impact


Action Plan:
- Organize and integrate all our work to support the Six Fundamentals
- Brand and promote the Six Fundamentals
- Develop a learning series focused on the future
- Create opportunities for boards and leaders to think and work differently
- Leverage media opportunities to elevate and promote ways the sector and our community can think and work differently to get better results
- Lift up new voices
Priority 3: Strengthen Nonprofit Impact

Goal 2: Meet the needs of the moment through customized learning, consulting, and resources

Action Plan:

- Develop specialized tools and expertise for planning in a crisis and in challenging times
- Develop customized, impactful learning opportunities
- Develop resources
- Implement an effective, impactful marketing/promotion plan for offerings
- Leverage BoardMatch to expand board engagement and reach new diverse networks and communities
Priority 3: Strengthen Nonprofit Impact

Goal 3: Develop internal expertise/skills and partnerships to enhance the Six Fundamentals

Action Plan:
- Focus on the top three fundamentals: 1) Diversity, Equity, Inclusion/Belonging, & Justice; 2) Board Governance & Leadership; and 3) Resource Development
- Expand and promote On Demand self-paced, high quality, efficient, affordable learning opportunities
- Invest in ongoing professional development for CNPE staff
Priority 4: Ensure CNPE Sustainability and Viability

Goal 1: Clearly articulate and promote CNPE’s value proposition, resources and offerings in learning, consulting, and membership

Action Plan:
- Develop current working draft of this goal by December 1, 2020
- Outline draft website navigation to support this goal by January 1, 2021
- Update CNPE’s brand and website
- Develop promotional plan that includes a media/PR/advertising strategy to elevate and promote CNPE’s value proposition
- Elevate and leverage signature programs: BoardMatch, CHANGEMAKERS Conference, CAN
Priority 4: Ensure CNPE Sustainability and Viability

Goal 2: Build and use technology to elevate CNPE’s offerings; to implement efficient, effective communications; and to support a robust data management program.

Action Plan:
- Launch, test, and leverage new Salesforce system
- Integrate new system with website and other platforms
- Determine how system can help understand the nonprofit landscape
Priority 4: CNPE Sustainability and Viability

Goal 3: Ensure CNPE’s financial health through Foundational Partnerships, annual giving, enhanced earned revenue (memberships, educational events/programs, sponsorships, events, and consulting), and resource management.

Action Plan:

❑ Develop Foundational Partnership program
❑ Explore building a more robust annual giving program through focusing on scholarships
❑ Expand and grow earned revenue opportunities through learning, consulting, membership, sponsorships, and BoardMatch
❑ Develop a new budget system to help staff monitor progress and to make better real-time decisions (new format and tracking time)
❑ Monitor and evaluate success of existing programs through analytics, reporting, and user surveys