



May 16, 2013

From: Philadelphia Folklore Project
To: Tim Lloyd, American Folklore Society
Report on 2013 AFS Short Term Consultancy

Overview: In anticipation of the founder and director's retirement in June 2014, the Philadelphia Folklore Project conducted a strategic planning process to help re-vision and plan for change. Adopted by the board in 2012, the plan outlines strategic priorities, program strategies, development goals, and a transition plan. Key priorities for the transition include determining roles for the outgoing and incoming leadership during the transition and communicating clearly with the public about PFP's transition. It was this work that the AFS consultancy supported.

Over the course of five meetings with consultant Carole Boughter, the following documents were produced: 1) A director's exit plan; 2) Revised job descriptions and staff performance expectation documents for both incoming and outgoing leadership that outline shifts in roles; and 3) A strategy for communicating about the transition. These draft documents will serve as guides through the coming transition year. Excerpts from them, and comment on them, follow.

1. Founding Director's Exit Plan

This is an early version of what is, by now, a far more detailed document. (The details on later versions are likely to be too numerous and too particular to PFP to be useful to readers). We developed and are using the Exit Plan as a guide for transitioning responsibilities and restructuring PFP for a future under new leadership. Drafting an exit plan, and revising it as we move forward, has been a useful tool, helping us to manage the process of transferring responsibilities and practice, surface issues that need consideration, and document (in considerable detail) work flow. This document has been useful in conversations with board members, current and long-time partners and current staff, when we ask ourselves "Whose role is this?" or "How will we transition [insert some aspect of PFP] to our new structures?"

Fiscal Year 2013

- Refine **plan** for divesting responsibilities for Founding Director and restructuring organization
 - Support incoming director in leading revision of Strategic Plan (January 2013)
 - Revise Founding Director's Exit Plan (March 2013)
- Shift to supportive role of new **staff** leadership, with defined tasks for 2013.
 - Support staff in taking responsibility for FY 2013 **program management** (January – August 2013)
 - Staff implement communications plan in timely manner
 - Staff effectively produce FY 13 program calendar (June 2013)
 - Incoming Director presents FY 14 program calendar and budget (June 2013)
 - Use June event to announce new leadership (staff and board) and Founding Director's departure
 - Support staff in managing **fundraising and grant calendar**

- Staff manage program budgets (Quarterly 2013)
 - Build capacity for generating budgets
 - Support staff management of **operations**
 - Shift responsibility for staff supervision and evaluation
 - Shift responsibilities for basic systems (database, facilities, equipment, etc.)
 - Revise Operations Manual (January 2013)
 - Review Operations Manual and clarify key tasks (March 2013)
 - ID benchmarks and training needs
 - Annual check-ins on progress in divestment of Director role and succession/mentoring of staff connected to Director's Evaluation (June)
- Adopt **board** development plan.
 - Build in financial management and oversight, fundraising, legal, and business skills.
 - Produce agenda items for board and staff and transition group consideration
- Continue to develop **transition** supports with consultant
- Support development of new **revenues** and earned income strategies and targets.
 - Revise FY 13-FY16 budgets with clear revenue targets
 - Develop new prospects for grant revenues
 - Support transition of membership development to staff
- Articulate PFP work outlining public interest principles and practices
 - Present PFP work in selected venues
 - Develop final year product plan (including PFP publications and website revisions)

Fiscal Year 2014

- Refine final year **plan** for divesting responsibilities and restructuring
 - Incoming Director revises Strategic Plan (September 2013)
 - Incoming Director develops contracts for new staff (September 2013)
 - Continue to develop **transition** supports with consultant
- New staff takes up full responsibility
 - Departure of Founding Director publicly marked (June 2014)
 - Support Incoming Director in managing **fundraising and grant calendar**
 - Review and support grant-writing and budget management
 - Develop new prospects for grant revenues
 - Support transition of membership development to staff
 - Support **board** development plan
- Create/edit publications and collections to support PFP staff future work
 - Edit final issue of Works in Progress magazine
 - Archive Founder Director files for accessibility and annotate collections (August 2014)
 - Support website revisions and shift role to staff (August 2014)
- Move out of office (June 2014)

FY 15 (September – December 2014)

- September – December 2014: on contract to support new team

2. Revised Staff Job Descriptions and Performance Expectations

PFP's transition plan involves promotion (along with training and skills development) among existing staff, as well as hiring two new staff people. Positions will be restructured to create a new leadership team by June 2014. As part of this process, Program Associate Selina Morales, who will become PFP's next Director, was promoted to Associate Director in October 2012. The Associate Director is a transitional position, created to allow Morales to take a leadership role in new, organization-wide areas of responsibility. A second set of work in the consultancy involved

creating a set of new job descriptions and performance expectations for the Associate Director position, and for positions beginning in FY 2014. Following are the major areas of difference between the two jobs (excerpted from larger documents: job descriptions, and performance expectations):

	Program Associate Work Areas
Priority: 1	Public Program Planning, Implementation, Fundraising, Communications and Evaluation
Priority: 2	FASCR & TA
Priority: 3	Fieldwork and Archiving
Priority: 4	Administrative and general

Working with the Founder Director’s Exit Plan as a guide, training and support for the Associate Director has been directed in the following new priority areas.

	Associate Director Work Areas
Priority: 1	Succession and personnel management
Priority: 2	Fundraising
Priority: 3	Public Program Management and Evaluation
Priority: 4	Communications
Priority: 5	Archiving and preservation
Priority: 6	Administrative and general

3. A Strategy For Communicating About The Transition

Working with Boughter, we further developed strategies outlined in PFP’s current communications plan, considering how to introduce new PFP staff and leadership to our constituencies. The consultancy allowed us to focus on communications related to our annual benefit, and to programs over the course of this spring, for example:

- **Develop strategic networking with individuals and other groups** to introduce the Incoming Director and to broaden the reach of PFP’s communications.
 - **Use the annual Benefit and related programming** to solidify relationships with community partners.
 - **Introduce the incoming Director** as a PFP leader to long time supporters and members through public programming, in media, and through planned giving campaigns.
 - **Further develop relationships** with peer groups in arts, social change and communities to create marketing relationships. Incoming Director will take the lead on all new relationships. Founding Director will transfer relationships.

- **Cultivate media relationships that build PFP visibility.**
 - Continue to use **weekly and community papers** for publicizing events, with the Incoming Director as spokesperson.
 - Continue **training** for PFP staff with PR professional to learn to develop “hooks” for stories, to gain practice in pitching, and for developing press releases and media kits.