Denver County Cultural Council
Bi-Annual Capacity-Building Funds

Capacity-Building Request Form
ELECTRONIC SUBMISSION PREFERRED

Winter deadline: November 26, 2012
Summer deadline: May 20, 2013

CAPACITY BUILDING GRANTS are available to Denver County SCFD funded organizations to assist with the following programmatic expenses:

Select one ☑:

☐ Training & Conferences
Registration fees to attend classes, workshops, trainings or conferences on nonprofit management or professional development skills. Funds are only available for fees incurred that are directly attributable to the educational opportunity, and are not available for travel, lodging or per diem expenses.

☑ Consultation
Costs for hiring a consultant or vendor for one-on-one or group projects on nonprofit management or specific organizational issues. This may include board development, facilitation of retreats or strategic planning, or consultation on issues such as database, website, fundraising or accounting. Consultation or facilitation related to capital projects is not eligible.

☐ Purchases
Purchase of hardware, software or equipment to improve organizational capacity.

☐ Other
Other capacity-building requests may be considered by the Committee, based on need and merit.

SUBMISSION
The following information must be received electronically by the deadline for consideration.
1. This application form
2. A scope of work with cost estimate on consultant/vendor/provider letterhead
3. Qualifications of the consultant/vendor/training organization

APPLICATION:

1. Date of Request: Select one ☑:
   ☑ Winter deadline: November 26, 2012
   □ Summer deadline: May 20, 2013

3. Applicant Contact: Chris Silberman
4. Title of Contact: Executive Director
5. Phone: 303-575-0005
6. Email: csilberman@phamaly.org
7. Briefly describe the capacity-building activities including the dates of the training, consultation or purchase.

Phamaly will undergo an intensive strategic planning process, facilitated by the Dandavati Group, including one-on-one interviews with key staff and Board members to assess the organization's current position, a one day strategic planning session with the entire Board and staff to set a long range vision and 3-year goals, and a half day session to set objectives to meet those goals. The entire process will occur between January – March 2013, with the full day session set for March 9, 2013.

8. Who from organization will participate?

The entire staff and Board of Phamaly will participate.

9. If requesting funds for a consultant or facilitator, attach a scope of work with cost estimate on consultant/vendor/provider letterhead. Also attach qualifications of the consultant, vendor, or training organization.

10. Budget Table

<table>
<thead>
<tr>
<th>Amount of Request:</th>
<th>$2,570</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other funding that will support the project:</td>
<td>$4,000</td>
</tr>
<tr>
<td>Total Cost:</td>
<td>$6,570</td>
</tr>
</tbody>
</table>

10. What other sources of funding will be used to support the project?

Phamaly has already secured a technical assistance grant in the amount of $4,000 from The Denver Foundation for this strategic planning process.

11. How will it benefit your organization and the community?

Phamaly has actively and exponentially increased its program offerings for participants and the community in recent years. At the same time, we have grown the staff and Board, and developed the professional expertise of all personnel. We are proud that these accomplishments were recognized by the Denver Metro Chamber of Commerce with Phamaly's 2011 Small Nonprofit of the Year Award, as well as in 2012 by 5280 Magazine and the Alliance for Colorado Theatre, both naming Phamaly as “Theatre Company of the Year.” We are currently in a fortunate position to work beyond an operational plan to simply sustain this progress over the next few years. As an organization, we are aligned in wanting to set a strong vision that will systematically change theatre in Colorado and inclusivity for those with disabilities who have a desire to perform. After a long vetting process, we chose the Dandavati Group because it has experience in building the capacity of both for-profit and non-profit entities, with leadership such as Ken Eggeman who was formerly with the Community First Foundation and helped to start Colorado Gives Day.

Phamaly was awarded generous surplus funds for its 2012-13 SCFD Denver general operating support grant, and we are so grateful for the Cultural Council’s recognition of our hard work and achievements. The extra GOS funds will greatly assist with Phamaly’s short term production needs in the 2012-13 season. Phamaly respectfully requests that the Cultural Council consider this new capacity building grant request, as it will be an extremely important investment in the long term successes that Phamaly will bring to the community. Thank you.
I have read the Denver County Cultural Council’s CAPACITY BUILDING Program Policy and Procedures and agree to: use these funds for the above stated purposes; return full CB funds if for any reason the event is cancelled or not attended; consider any tangible material obtained as part of registration or consultation as property of the organization; and submit a brief report defining benefits to the organization and the community, and an evaluation of the presenter’s program’s merit, to the DCCC program manager 30 days following the event.

Applicant Signature

Date 11/26/2012

Email this form and all attachments to Tariana Navas-Nieves at Tariana.Navas@denvergov.org

NO LATER than MONDAY, NOVEMBER 26, 2012 if applying for winter funding
NO LATER than MONDAY, MAY 20, 2013 if applying for summer funding
Proposal for Strategic Plan Development

PHAMALY

August 2012

Introduction

PHAMALY is seeking to strengthen board alignment in support of an overarching vision and strategy that will guide the organization’s efforts in the years to come. This strategy will address Board responsibilities and deliverables globally and also establish roles, deliverables and expectations of individual board positions.

STRATEGIC PLAN DEVELOPMENT:

DETAILED PROCESS

Current Reality Analysis™ - Brief Assessment Interviews (0.75)

Assessment conversations are held with key board members (4), Actors (2) and PHAMALY staff (2). The focus is on:
- The current state of PHAMALY from mission stewardship, financial and organizational perspectives
- Their vision for the future
- Current and future risks and challenges for the organization and for the Board
- Current Strengths and capabilities of both the organization and the Board

Benefits/Outcomes

In our experience, these pre-meeting interviews provide an objective snapshot of the “driving forces” of the organization. A summary of our findings will be provided to the Board Chair and will guide agenda development for the facilitated sessions.

Vision/Strategy Retreat™ Team Session I - Strategic Planning Retreat (1 day)

At this meeting we examine motivating factors for all of PHAMALY’s constituents, performers, patrons, donors, foundations and the Board. From this we focus on how to serve our constituents even better, examine opportunities to grow and develop in a way that is sustainable going forward and craft an organizational Vision for the next 3 years and strategies to reach that vision. We explore the role of the BOD in supporting the organization and identify key objectives for the immediate future both for the Board and for the organization as a whole.

The agenda for the meeting will include the following:
- Identify internal and external challenges
- Develop Long-Term Vision
- Establish Strategic Objectives:
  - Board Development, Growth, Financial targets, Organizational, other
**Benefits/Outcomes**
Through the careful exploration of internal and external factors driving the organization we will reach clarity on a specific Organizational Vision for the future of PHAMALY and resulting strategies to achieve that vision. The Strategic Objectives, which will be developed during the meeting, provide a robust road map for each key area of the organization and the Board of Directors.

**Detailed strategic objectives and high level Action Plans** Team Session II – (0.25 days)
This meeting is designed to finalize specific Objectives for the coming year/12 months.
- Review Strategies
- Finalize Strategic Objectives and key Action Plans
- Identification of high level monitoring plans

**Benefits/Outcomes**
Clearly defined and shared Strategic Objectives build the framework for action planning and move PHAMALY towards established goals and objectives.
**Detailed Scope of Work**

1. **Current Reality Analysis™**
   a. Assessment Interviews with 4 members of the Board, 2 Actors and 2 staff. **0.75 days**
   b. Summary and Analysis of findings **0.125**
   c. Debrief with Board Chair **0.125**

2. **Vision/Strategy Retreat™**
   a. Meeting design and agenda development based on outcomes from interviews and input from leadership **0.125 days**
   b. Session I: Team meeting facilitation **1.0 days**

3. **High Level Strategic Objective**
   a. Meeting design based on outcomes Vision/Strategy Retreat™, and input from Board Chair **0.125 days**
   b. Session II: Team meeting facilitation **0.25 days**
   c. Debrief/follow up with leadership; identification of immediate next steps **0.125 days**

**Costs**

<table>
<thead>
<tr>
<th>Name</th>
<th>Hours</th>
<th>Rate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alex</td>
<td>2.625</td>
<td>$1,800</td>
<td>$4,725</td>
</tr>
<tr>
<td>Ken</td>
<td>1.25</td>
<td>$3,200</td>
<td>$4,000</td>
</tr>
</tbody>
</table>

Discount to PHAMALY 25% ($2,155)

**PHAMALY Total** $6,570

*Alexandra von Jungenfeld will be the Lead consultant on this project; Dr. Ken Eggeman will provide non-profit board subject matter expertise*

Alexandra von Jungenfeld
The Dandavati Group

Accepted:

Dustin Whistler
President of the Board
PHAMALY
Dr. Ken Eggeman  
Consultant

Ken has established a leadership profile spanning over 40 years in the non-profit industry serving in numerous leadership capacities with foundations, universities, and system healthcare. Most recently he has completed 23 years as President and CEO of Community First Foundation, recognized for highly innovative and strategic program development. He also periodically participates as a faculty member for the non-profit management program at Regis University and the healthcare management program at the University of Denver. Ken’s key areas of specialization are:

- Non-profit organizational effectiveness and accountability;
- Non-profit board effectiveness and accountability;
- Application of creative and innovative thinking in planning and organizational design; and
- Developing soul-based leadership.

Ken has served on numerous non-profit boards including holding the position of chair or president while serving as a board member. He holds a Masters of Science degree in counseling education from Kent State University and a Ph.D. in adult and continuing education from the University of Nebraska. He is also a Certified Fund Raising Executive for non-profits.
Alexandra von Jungenfeld
Consultant

Alexandra von Jungenfeld brings more than 10 years of experience as a management-development coach and facilitator to her role as consultant with The Dandavati Group. Her specialties include leadership development, executive and management coaching, facilitation of business-strategy creation, performance-management development and implementation, and training. Alex has served clients in the following areas:

- One-on-one leadership coaching of executives and mid-level managers
- Development of business strategies for entrepreneurs and departments within mid-size and large organizations
- Assisting senior management in large-scale strategic-plan rollout and implementation
- Creation of performance-management systems, including compliance and morale

Alex is trained in The Center for Simplified Strategic Planning model and is a certified Organizational Development professional. Prior to joining The Dandavati Group, she gained extensive human resources management experience in her role as HR Manager for Citicorp Retail Services and Focus Corporation. Alex is a native of Germany and holds an MBA and BS/BA from the University of Denver.