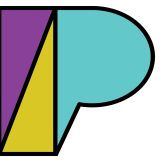


PIVOT

FROM IDEAS TO IMPLEMENTATION

The Road to Impact

ROAD TO IMPACT



ALIGN + DESIGN (~3-4 months)

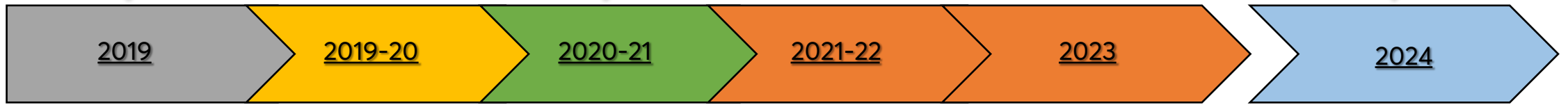
- Theory of change developed
- Defined impact
- Key strengths + challenges identified
- Board + staff alignment
- Work Plan developed

PERFORM + REVISE (~One year)

- Data informed program model
- Strong culture of accountability
- Visibility into key performance indicators (KPIs)
- Predictive analytics

REALIGNMENT

- Reset or renew strategic priorities
- Formative + summative evaluations



BUILD + INSPIRE (~One year)

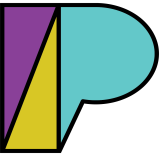
- Work Plan implementation
- Core competencies developed
- Culture of high performance
- Investment in talent
- Performance management structure + database

SOLIDIFY + SUSTAIN (~Two years)

- Clarity on key drivers of impact
- Replicable and scalable practices
- Ongoing analysis, learning, and refinement of the program model

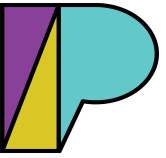


FOUR PHASES



- **ALIGN + DESIGN**
 - Strategy and Plan Development
- **BUILD + INSPIRE**
 - Performance Management and Culture Development
- **PERFORM + REVISE**
 - Data Informed Decision-Making and Accountability
- **SOLIDIFY + SUSTAIN**
 - Codified Model + Replicable Practices

ALIGN + DESIGN

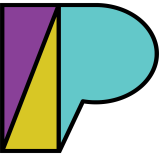


WORK STREAMS

- Theory of change developed: High level framework for testing hypotheses about the key drivers of outcomes and impact
- Define impact: Long-term and aligned to mission
- Key strengths and challenges identified to help test the theory of change during implementation
- Board and staff alignment on the framework and process for implementation
- Work Plan developed to guide implementation

Timeline ~ Three to four months

BUILD + INSPIRE

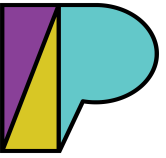


GOALS

- Work plan implementation: Work streams to test hypotheses and resolve issues
- Core competencies: Skills that all staff possess across the organization
- Culture of high performance: Heavy focus on intentionality and discipline to testing the theory of change
- Investment in talent: Supporting current staff, potential new hires, streamlining and codifying operational processes
- Performance management structure and database: Using data to monitor the performance of the program model, staff, and grantees. Possible database enhancements, or build out of new instance to unify data capture and reporting

Timeline ~ One year

PERFORM + REVISE

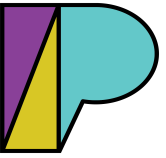


GOALS

- Data informed program model: Changes to the model are done through the use of data, observation and conversation
- Strong culture of accountability: Organizational discipline in prioritizing resources, allocating staff time, and developing new lines of business
- Visibility into key performance indicators (KPIs) that produce outcomes and drive to intended results
- Predictive analytics: Potential utilization of machine learning to accelerate and advance analysis and trend recognition to show program model impact

Timeline ~ One year

SOLIDIFY + SUSTAIN

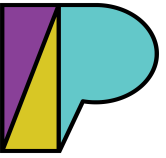


GOALS

- Clarity on key drivers of impact: Data that shows strong correlation between approach and results
- Replicable and scalable practices: Impact on the larger filed, white papers, potential technical assistance to those who want to replicate the model
- Ongoing analysis, learning, and refinement of the program model

Timeline ~ Two years

REALIGNMENT



GOALS

- Reset or renew strategic priorities: Based on knowledge gained from testing the theory of change reaffirm or redirect organizational strategy
- Formative and summative evaluations: Possible third party evaluations of the program model processes (formative) and the program model impact (summative)

Timeline ~ Two years