# Wendling Nonprofit Consulting

ENGAGEMENT WORKBOOK

# Operations Assessment & Engagement Framework

A comprehensive diagnostic and planning tool for nonprofit leaders — designed to assess, prioritize, and build operational infrastructure that sustains mission.

| | |
|---|---|
| **Organization Name:** | ________________________________________ |
| **Executive Director:** | ________________________________________ |
| **Annual Budget:** | ________________________________________ |
| **Engagement Tier:** | ■ Essentials ■ Embedded COO ■ Organizational Rescue |
| **Assessment Date:** | ________________________________________ |
| **Prepared by:** | Brad Wendling \| Wendling Nonprofit Consulting |

SECTION 1

# How This Workbook Works

*A guide to using this framework effectively*

This workbook is your organization's operational roadmap for working with Wendling Nonprofit Consulting. It is designed to be completed collaboratively — some sections by the Executive Director, some with staff, and some presented to the Board. Each section is clearly labeled by audience.

| Symbol | Meaning |
|---|---|
| ■ Checkbox | Item to verify or complete |
| ✎ Write-in line | Space to fill in specific details for your organization |
| ■ Action item | Something that needs to be done or assigned |
| ★ Priority flag | High-priority item requiring immediate attention |
| [ BOARD ] | Content intended for Board presentation |
| [ STAFF ] | Content intended for staff orientation or training |
| [ ED/COO ] | Content for Executive Director or COO review |

| |
|---|
| Everything in this workbook is a starting point, not a verdict. The assessment reveals where your organization is today — not where it will stay. Every gap identified is an opportunity. |
| This document is confidential. It will not be shared outside of our engagement without your explicit permission. |
| Customization is expected. Every organization is different. We will adapt every tool to fit your context, culture, and capacity. |

SECTION 2

# Step 1 — Organizational Discovery Call

*[ ED / Board ] | 30 minutes | Before any commitment*

The Discovery Call is a no-pressure conversation to understand your organization's needs, current challenges, and whether this engagement is the right fit. Come prepared with honest answers — this is where we set the foundation.

### PRE-CALL PREPARATION

Please gather or be ready to discuss the following before the call:

| | |
|---|---|
| ■ Annual budget (approximate) | ■ Number of program sites / locations |
| ■ Number of full-time and part-time staff | ■ Primary funding sources (federal, state, grants, donations) |
| ■ Most recent audit findings (if any) | ■ Current operational pain points (top 3) |
| ■ Board composition and engagement level | ■ Any recent leadership transitions |
| ■ Technology currently in use (CRM, databases) | ■ Federal programs operated (CACFP, SFSP, USDA) |

### DISCOVERY CALL QUESTIONS

These are the questions Brad will ask during the Discovery Call:

✎ **What keeps you up at night about your organization's operations?**

✎ **Where do you feel your programs are strongest operationally?**

**↘ Where do you feel your programs are most vulnerable?**

**↘ Describe your current team structure and capacity.**

**↘ What does success look like for this engagement in 90 days?**

**↘ What has been tried before that didn't work?**

DISCOVERY CALL OUTCOMES

| Outcome | Next Step |
|---|---|
| Strong fit — clear needs, aligned expectations | Proceed to Step 2: Full Operational Assessment |
| Potential fit — some questions remain | Schedule a follow-up call to clarify scope and tier |
| Not the right fit at this time | Brad will refer you to a better-suited resource |

SECTION 3

# Step 2 — Full Operational Assessment

*[ ED / COO / Staff ] | Weeks 1–2 | After engagement begins*

The Operational Assessment is a structured review of your organization's current state across five core areas. Brad will conduct this assessment through interviews, document review, and observation. Results are compiled into a written Operations Snapshot Report shared with leadership.

### 3A — OPERATIONAL HEALTH SCORECARD

*Rate each area on a scale of 1 (critical gaps) to 5 (strong/sustainable). This will be completed collaboratively during the assessment interviews.*

| Area | Current State | 1 | 2 | 3 | 4 | 5 | Notes |
|---|---|---|---|---|---|---|---|
| Program Design & Replication | | | | | | | |
| Multi-Site Coordination | | | | | | | |
| SOP Documentation | | | | | | | |
| Staff Capacity & Burnout Risk | | | | | | | |
| Volunteer Management Systems | | | | | | | |
| Technology & CRM (Salesforce) | | | | | | | |
| Federal Compliance (CACFP/SFSP) | | | | | | | |
| Financial Controls & Transparency | | | | | | | |
| Partner Network Management | | | | | | | |
| Disaster Preparedness | | | | | | | |
| Board Engagement & Reporting | | | | | | | |
| Leadership Pipeline & Succession | | | | | | | |

### 3B — PROGRAM INVENTORY & REVIEW

*Document each active program. Add rows as needed.*

| Program Name | Sites | Annual Participants | Funding Source | Compliance Req. | Risk Level |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

### 3C — STAFF CAPACITY MATRIX

*Map your current team against key operational functions. Mark: P = Primary, S = Secondary, G = Gap (no coverage), T = Training needed.*

| Function | Staff Member 1 | Staff Member 2 | Staff Member 3 | Staff Member 4 | Gap? |
|---|---|---|---|---|---|
| **Program Design & Launch** | | | | | |
| **Multi-Site Coordination** | | | | | |
| **SOP Development & Training** | | | | | |
| **Federal Compliance (CACFP/SFSP)** | | | | | |
| **Salesforce CRM Management** | | | | | |
| **Partner Network Management** | | | | | |
| **Volunteer Coordination** | | | | | |
| **Financial Controls & Reporting** | | | | | |
| **Disaster Response Planning** | | | | | |
| **Board Reporting & Communications** | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| **Staff Hiring & Onboarding** | | | | | |
| **Data Collection & Analysis** | | | | | |

SECTION

# Regulatory & Compliance Review

*[ ED / Program Directors ] | Complete for each active program and funding stream*

*This section maps your organization's compliance obligations across all funding sources and regulatory bodies — local, state, and federal. Complete one column per active program or funding stream. Check each item that is currently in place and functioning. Unchecked items become priority action items in Step 3.*

### STEP 1 — IDENTIFY YOUR PROGRAMS & REGULATORY BODIES

*List each active program and the regulatory body or funder it reports to.*

| Program Name | Type | Regulatory / Funding Body | Level | Renewal Date |
|---|---|---|---|---|
| | [ ] Direct Service [ ] Pass-Through [ ] Grant-Funded | | [ ] Local [ ] State [ ] Federal | |
| | [ ] Direct Service [ ] Pass-Through [ ] Grant-Funded | | [ ] Local [ ] State [ ] Federal | |
| | [ ] Direct Service [ ] Pass-Through [ ] Grant-Funded | | [ ] Local [ ] State [ ] Federal | |
| | [ ] Direct Service [ ] Pass-Through [ ] Grant-Funded | | [ ] Local [ ] State [ ] Federal | |
| | [ ] Direct Service [ ] Pass-Through [ ] Grant-Funded | | [ ] Local [ ] State [ ] Federal | |

### STEP 2 — UNIVERSAL COMPLIANCE CHECKLIST

*These items apply to all organizations regardless of program type or funding source. Check each that is currently in place.*

#### ORGANIZATIONAL BASELINE

| | |
|---|---|
| ■ Nonprofit status (501(c)(3)) current and in good standing | ■ State registration / charitable solicitation current |
| ■ Annual report filed with state AG (if required) | ■ Board minutes documented and retained |
| ■ Conflict of interest policy in place and signed annually | ■ Whistleblower policy in place |
| ■ Document retention policy documented | ■ Equal Opportunity / non-discrimination policy posted |
| ■ Annual audit completed and filed on time | ■ Form 990 filed on time |
| ■ Workers compensation coverage current | ■ General liability insurance current |

### STEP 3 — PROGRAM-LEVEL COMPLIANCE (Per Program / Funder)

*Complete one copy of this table for each program or funding stream identified in Step 1. Write the funder/regulator name in the column header, then mark each requirement.*

| Compliance Requirement | Program / Funder: ___________ | Program / Funder: ___________ |
|---|---|---|
| Program application / agreement on file | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Eligibility criteria documented | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Enrollment / intake forms current | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Reporting schedule documented | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Reports submitted on time | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Required data collected and retained | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Site / program monitoring conducted | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Monitoring records documented | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Staff training requirements met | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Training records on file | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Corrective action plans filed (if applicable) | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| Civil rights / non-discrimination requirements posted | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |

| | | |
|---|---|---|
| **Complaint procedure documented and posted** | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| **Audit trail / documentation maintained** | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| **Partner / subcontractor compliance verified** | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| **Program-specific certifications current** | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| **Renewal / reapplication timeline tracked** | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |
| **Funder relationship contact current** | [ ] In Place [ ] Gap [ ] N/A | [ ] In Place [ ] Gap [ ] N/A |

### BUDGET & FINANCIAL CONTROLS REVIEW

*[ ED / Finance Lead / Board Treasurer ]*

| | |
|---|---|
| ■ Current year budget is approved and documented | ■ Monthly budget-to-actual reports are produced |
| ■ Financial reports shared with board monthly | ■ Restricted vs. unrestricted funds tracked separately |
| ■ Grant expenditures tracked by funding source | ■ Accounts payable process is documented |
| ■ Dual signature required for expenditures above threshold | ■ Annual audit completed within required timeframe |
| ■ Audit findings from prior year addressed | ■ Cash flow projections updated regularly |
| ■ Reserve fund policy in place | ■ Financial controls manual / policy exists |

| | |
|---|---|
| **Annual Budget Total:** | ____________________________________ |
| **Primary Revenue Sources:** | ____________________________________ |
| **% Government Funding:** | ____________________________________ |
| **Months of Operating Reserves:** | ____________________________________ |
| **Last Audit Date:** | ____________________________________ |
| **Audit Findings (Y/N):** | ____________________________________ |

SECTION

# Disaster Preparedness & Emergency Operations Assessment

*[ ED / Operations Lead ]*

*A tested plan is a living document — not a PDF in a drawer. This checklist identifies whether your organization is prepared to respond, not just whether a plan exists.*

### PLAN DOCUMENTATION

| | |
|---|---|
| ■ Written emergency operations plan exists | ■ Plan reviewed and updated within last 12 months |
| ■ Board has reviewed and approved the plan | ■ Plan addresses food/service disruption scenarios |
| ■ Plan includes alternate service delivery methods | ■ Communication tree documented and current |

### PARTNER & COMMUNITY NETWORK

| | |
|---|---|
| ■ Partner agencies identified for crisis activation | ■ Key contacts list maintained and updated |
| ■ MOUs/agreements with emergency partners in place | ■ VOAD or county emergency network membership active |
| ■ Relationships established BEFORE crisis (not after) | ■ Backup warehouse / storage location identified |

### STAFF & VOLUNTEER READINESS

| | |
|---|---|
| ■ Staff roles in emergency response defined | ■ Emergency response training conducted in last year |
| ■ Volunteer surge capacity plan in place | ■ Remote work / alternate site protocol documented |
| ■ Key staff cross-trained for critical functions | ■ Emergency supply inventory maintained |

### COMMUNICATIONS & REPORTING

| | |
|---|---|
| ■ Client notification protocol documented | ■ Funder / board communication plan in place |
| ■ Social media crisis communication protocol exists | ■ After-action report process defined |
| ■ Incident log maintained during emergencies | ■ Recovery and debrief process documented |

SECTION 4

# Step 3 — Engagement Launch & Priorities

*[ ED / Leadership Team ] | Week 2–3 | Board presentation recommended*

Based on the assessment findings, this section establishes the priorities, ownership, and 90-day roadmap for the engagement. This is the document you share with your board and leadership team to align everyone on what is being built and why.

### 4A — TOP 10 OPERATIONAL PRIORITIES

*From the assessment, these are the highest-impact areas to address first. Ranked by urgency and impact on mission sustainability.*

| Priority | Action Item | Impact | Effort | Owner | Target Date |
|---|---|---|---|---|---|
| 1 | (To be completed after assessment) | | | | |
| 2 | (To be completed after assessment) | | | | |
| 3 | (To be completed after assessment) | | | | |
| 4 | (To be completed after assessment) | | | | |
| 5 | (To be completed after assessment) | | | | |
| 6 | (To be completed after assessment) | | | | |
| 7 | (To be completed after assessment) | | | | |
| 8 | (To be completed after assessment) | | | | |
| 9 | (To be completed after assessment) | | | | |
| 10 | (To be completed after assessment) | | | | |

### 4B — 90-DAY OPERATIONAL ROADMAP

| Week | Focus Area | Key Deliverable | Owner | Status |
|---|---|---|---|---|
| 1–2 | Assessment & Discovery | Operations Snapshot Report | Brad W. | |
| 2–3 | Priority Setting | Top 10 Priorities + Roadmap | Brad + ED | |
| 3–5 | Quick Wins | SOPs for top 3 gap areas | Brad + Staff | |
| 4–6 | Compliance | Compliance audit + corrections | Brad + Program Dir. | |

| | | | | |
|---|---|---|---|---|
| 5–8 | Systems | Salesforce CRM setup/cleanup | Brad + Data Lead | |
| 6–9 | Staff Capacity | Capacity matrix + training plan | Brad + ED | |
| 8–10 | KPI Framework | Dashboard + reporting cadence | Brad + ED | |
| 10–12 | Board Report | 90-Day Impact Summary | Brad + ED | |

### 4C — KPI SCORECARD FRAMEWORK

*These KPIs will be tracked monthly and reported to the board quarterly. Targets will be set collaboratively during the engagement launch.*

| KPI | Category | Current Baseline | Target (90 days) | Target (1 year) | Tracking Method |
|---|---|---|---|---|---|
| **# of active program sites** | Programs | | | | Salesforce |
| **# of clients served monthly** | Programs | | | | Program reports |
| **SOP completion rate** | Operations | | 80% | 100% | SOP tracker |
| **Staff turnover rate** | People | | | | HR records |
| **Compliance audit score** | Compliance | | | 100% | Audit report |
| **Budget variance +/-** | Finance | | +/- 5% | +/- 3% | Financial report |
| **Partner network size** | Partnerships | | | | Partner database |
| **Board report timeliness** | Governance | | 100% | 100% | Board calendar |
| **Disaster plan tested** | Preparedness | | Yes | Annually | Documentation |
| **Volunteer hours logged** | Capacity | | | | Volunteer system |

SECTION 5

# Step 4 — Ongoing Partnership & Reporting

*[ Board / ED ] | Monthly cadence | Quarterly board report*

This section defines the ongoing rhythm of the engagement — how we communicate, what gets reported and to whom, and how we measure whether the engagement is working.

ENGAGEMENT CADENCE

| Touchpoint | Frequency | Participants | Format | Purpose |
|---|---|---|---|---|
| Weekly Check-in | Weekly | Brad + ED | 30 min video/phone | Progress, blockers, priorities |
| Leadership Team Presence | Per tier | Brad + Dept. Leads | In-person / video | Systems, SOPs, staff support |
| Monthly Dashboard Review | Monthly | Brad + ED | Written + call | KPI review, adjustments |
| Board Report | Quarterly | Brad + ED + Board | Written + presentation | 90-day impact summary |
| Annual Assessment | Annually | Brad + Full Leadership | Full workbook review | Measure growth, reset priorities |

MONTHLY BOARD REPORT TEMPLATE

*[ BOARD ] | Brad will prepare this report collaboratively with the ED each month.*

### Operational Highlights

✎ *What went well this month operationally?*

### KPI Dashboard Summary

✎ *Key metrics vs. targets — what improved, what needs attention?*

### Priority Progress Update

*Status update on top 3 active priorities*

### Compliance Status

*Any audit findings, corrective actions, or compliance updates?*

### Risk Flags

*Any emerging risks to programs, staff, or funding?*

### Next Month Focus

*What are the top 3 operational priorities for next month?*

SECTION A

# Appendix A — Essentials Tier

*$3,000/month | 10 hours/month | Strategic guidance + compliance support*

Organizations that need a senior operations perspective on key decisions but are not yet ready for full embedded leadership. Best for organizations with stable day-to-day operations that need strategic guidance, compliance oversight, and an experienced partner to think with.

Ideal budget range: $1M–$3M annual revenue.

WHAT IS INCLUDED

| | |
|---|---|
| ■ Monthly strategy session (90 min) with ED | ■ Program growth advisory and planning input |
| ■ Compliance review guidance (CACFP/SFSP) | ■ SOP review and recommendations |
| ■ KPI framework setup and monthly review | ■ Email and Slack access (response within 24 hrs) |
| ■ Quarterly written operations summary | ■ Access to all WNC templates and tools |
| ■ Referrals to trusted vendors and partners | ■ Annual engagement review and renewal conversation |

ESSENTIALS MONTHLY SESSION AGENDA

| | |
|---|---|
| **1. Review KPI Dashboard (15 min)** | What moved? What stalled? What needs attention? |
| **2. Compliance & Risk Check (15 min)** | Any audit risks, documentation gaps, or federal program issues? |
| **3. Program Growth Discussion (20 min)** | Site expansion, partner network, scaling opportunities |
| **4. SOP & Systems Review (15 min)** | What processes need to be documented or improved? |
| **5. Priority Setting for Next Month (15 min)** | Top 3 actions, owners, and deadlines |
| **6. Open Questions / ED Issues (15 min)** | Anything on your mind — no agenda required |

SESSION NOTES TEMPLATE

SECTION B

# Appendix B — Embedded COO Tier

*$5,500/month | 20 hours/month | Full embedded operations leadership*

Organizations that need an experienced operations leader present and active in the work — not just advising from the outside. Brad attends leadership meetings, works alongside program staff, and owns operational outcomes alongside the ED.

Best for organizations in growth mode, navigating a leadership transition, or operating programs with complex federal compliance requirements. Ideal budget range: $2M–$10M.

### WHAT IS INCLUDED (ALL ESSENTIALS + THE FOLLOWING)

| | |
|---|---|
| ■ Weekly leadership team presence (video or in-person) | ■ Program design and multi-site scaling support |
| ■ Full SOP development and implementation | ■ Salesforce CRM setup, cleanup, or optimization |
| ■ Staff capacity building and manager coaching | ■ Federal compliance management (CACFP/SFSP) |
| ■ Partner network development and management | ■ Board reporting support and presentation prep |
| ■ Disaster preparedness plan development | ■ Hiring support and onboarding system design |
| ■ Real-time availability for urgent operational issues | ■ Monthly written Operations Dashboard Report |

### SOP DEVELOPMENT TRACKER

*Track SOP development progress. Priority order determined during Step 3.*

| SOP Title | Department | Author | Status | Review Date | Approved By |
|---|---|---|---|---|---|
| | | | ■ Draft ■ Review ■ Final | | |
| | | | ■ Draft ■ Review ■ Final | | |
| | | | ■ Draft ■ Review ■ Final | | |
| | | | ■ Draft ■ Review ■ Final | | |
| | | | ■ Draft ■ Review ■ Final | | |

| | | | | | |
|---|---|---|---|---|---|
| | | | ■ Draft ■ Review ■ Final | | |
| | | | ■ Draft ■ Review ■ Final | | |
| | | | ■ Draft ■ Review ■ Final | | |

### SALESFORCE CRM SETUP CHECKLIST

| | |
|---|---|
| ■ Current CRM / database system identified | ■ Data migration plan in place |
| ■ Object and field mapping completed | ■ User roles and permissions defined |
| ■ Program data entry standards documented | ■ Client intake workflow built |
| ■ Partner/volunteer tracking configured | ■ Reports and dashboards created |
| ■ Staff training completed | ■ Data quality audit conducted |
| ■ Backup and data retention policy set | ■ Ongoing admin responsibility assigned |

SECTION C

# Appendix C — Organizational Rescue Tier

*Custom scope & pricing | Crisis response, rapid assessment, high-urgency engagements*

Organizational Rescue engagements are scoped individually because every crisis is different. Common triggers include: a failed federal audit, an unexpected executive departure, a disaster response situation, a program launch under deadline, or an organization at risk of closure.

Brad has navigated all of these — with zero federal disqualifications across every engagement. If your organization is in crisis or facing an urgent operational challenge, this is where to start.

### CRISIS TRIAGE ASSESSMENT

*Complete this form to help scope the rescue engagement. Bring this to the initial consultation.*

**What is the primary crisis or urgent situation?**

**When did this situation begin or escalate?**

**Who knows about this situation currently? (Board, staff, funders?)**

**What is the immediate deadline or consequence if unresolved?**

↘ **What resources (staff, budget, time) are available to address it?**

↘ **What has already been tried?**

↘ **What does resolution look like in 30 days?**

CRISIS RESPONSE CHECKLIST — FIRST 72 HOURS

| | |
|---|---|
| ■ Situation fully assessed and documented | ■ Key stakeholders notified (board, funders as needed) |
| ■ Immediate compliance risk mitigated | ■ Staff communication plan activated |
| ■ External partner/funder communication drafted | ■ Short-term service continuity plan in place |
| ■ Documentation audit initiated | ■ Corrective action timeline established |
| ■ Brad embedded and available daily | ■ Weekly check-in with ED scheduled |
| ■ Board update prepared | ■ Recovery roadmap drafted |

*To begin the conversation, book a free 30-minute discovery call at calendly.com/bradwendling*

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