

RESOURCES

Phase I: Creating Consistency



Activity: Landscape Analysis

Goals

1. Understand where your program fits in the competitive landscape
2. Use results to innovate, make decisions, identify opportunities for collaboration, increase usefulness/effectiveness of your platform

Prerequisites

Governance Activity:
Mission/Vision

Community Engagement
Activity: Who Is Your
Community

Who Should Participate?

Program management
(tactical thinkers) with initial
brainstorming input from
program leadership and
program staff.

Length

60-90 minutes

Activity Instructions

1. As a group, build as comprehensive a list as possible of the competitive landscape - programs or organizations that are engaged in roughly the same work, serving roughly the same stakeholder groups. This list can be created during an in-person brainstorming session, or offline through a shared document or virtual whiteboard.
2. Create an assessment template that includes (at least) the following categories:
 - a. Program or Organization name
 - b. High level purpose
 - c. Target audiences
 - d. Mission, values and vision — What are the specific, tangible goals they're trying to accomplish?
 - e. Unique value proposition — What does the program claim to do that is different from other programs?
 - f. Financial resource model - is the program supported by membership, earned income, grants, etc.?
 - g. OSS license (or note if it's a proprietary application)
3. Analyze the landscape by discussing and capturing answers to the following questions about each program. If you have identified a large number of programs, you may prioritize them via sticker vote or group them according to category to limit the amount of research required.
 - a. How is your program different? How is it the same?
 - b. What are you doing better? What can you highlight in your messaging and communications that is unique and will resonate with your target stakeholders?
 - c. Where are your competitors excelling? What can you learn from them?
 - d. Where are your competitors falling short? Are there any strategies that aren't working? Could you do them differently, or better?
 - e. What "gaps" do you see? Are there missed angles or opportunities? Could you fill those gaps? How does this information inform your own point of view and messaging?



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Activity: Landscape Analysis

Output

- Keep the documentation generated from this activity - the landscape analysis and the discussion questions - somewhere accessible to all program staff
- Use the results of this activity when:
 - Working to communicate the advantages of your program over another
 - Developing messaging or outreach strategies
 - Identifying new opportunities for innovation to increase the usefulness or effectiveness of your platform
 - Identifying new opportunities for collaboration or integration



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Resource: Landscape Analysis Template

Program or organization name	High-level purpose	Target audience	Mission/Vision and goals – what are they trying to accomplish?	Unique value proposition	Financial resource model	OSS or proprietary?

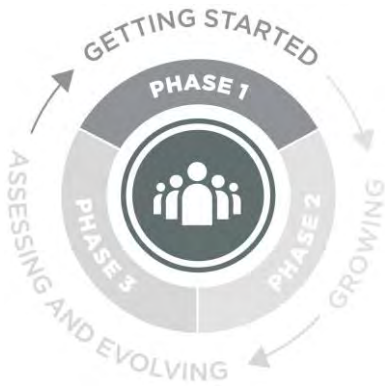


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Activity: Landscape Analysis



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Activity: Understanding Financial Resource Models

Goals

1. Understand the range of various financial resourcing models and how they function
2. Understand what adopting different resourcing models could mean for your own program
3. Narrow the range of potential resourcing models / revenue-generating activities for your program to consider
4. Prepare program for developing a more detailed financial plan

Prerequisites

None

Who Should Participate?

Program leadership (strategic thinkers), Program management (tactical thinkers)

Length

60-90 minutes

Activity Instructions

1. Take 5-10 minutes individually to read through the summary table of Revenue-Generating Activities (page 3).
2. As a group, discuss the benefits and limitations of each item on the list, and how the activity may or may not work for your program. Feel free to brainstorm additional activities that are not included on the list. Suggested conversation prompts:
 - a. What options hold the highest likelihood of success? Why do we think that?
 - b. What would we enjoy doing?
 - c. How would any of these activities change what we do?
 - d. What is most in keeping with our mission?
 - e. Who will be responsible for doing the work this activity requires? How much work do we think that will be?
 - f. What dependencies do these options create? What is the administrative burden? For example, an RSP program would require resources to manage, onboard, create agreements, etc.
 - g. Do we have any limitations on earned income activity options due to our non-profit status, agreement with funders, incorporation models, etc.?
 - h. What is not on the list? For example, are there models from the for-profit world we should research?
3. Determine as a group if there are any activities you definitely do or do not want to consider for your program.
 - a. Should/could we use a mixture of these?
 - b. Are there ways to shift these over time (e.g. focus on one or two initially and fold in others later)?
 - c. The Gradients of Agreement chart (page 4) may help identify which revenue streams are on and/or off the table. Example proposals for this activity may include, "We should add membership to our program," or "Dual licensing would not work for us."



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Activity: Understanding Financial Resource Models

4. Take the list of new resourcing methods / revenue-generating activities you would like to explore, and move to one of the following activities:
 - a. Market scan to gather data about how the proposed revenue-generating activities will be received by your community. If you (or your home org) do not have a standard market scan workflow, the Library of Congress's Small Business Hub (US) has an excellent resource guide: <https://guides.loc.gov/small-business-hub/planning/market-research#s-lib-ctab-22263496-2>
 - b. Pilot program to lay out how you will test the efficacy of the new plan. If you (or your home org) do not have a standard piloting process or workflow, you can view and edit a pilot project plan template [here](#).
5. The outcome of this exercise, a market scan, and/or a pilot program can be used when developing a formal financial plan for your program. A good guide for that work is available as part of the [Community Toolbox at the Center for Community Health and Development at the University of Kansas](#).



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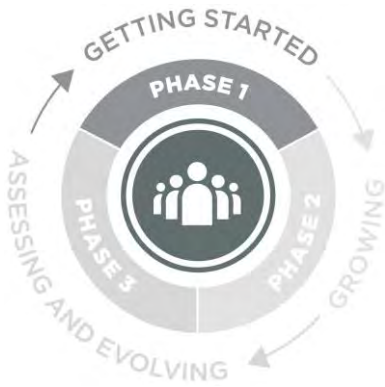
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Activity: Understanding Financial Resource Models

Revenue-Generating Activity Summary Table

Potential Models	Key Elements	Notes (Level of support required, compatible/not compatible with OSS, etc.)
Professional services	Providing services to clients for a fee, e.g. migration, design/development, training, etc.	
SaaS / Hosting	Software licensed on a subscription basis and centrally hosted. <i>Example: AtoM</i>	
Crowdfunding	Funding by raising small amounts of money from a large number of people.	
Sponsorships / Memberships	Organizations regularly contribute funding to the program, usually in return for some set of benefits (e.g. members-only events, participation in governance, docs, etc.). <i>Examples: ArchivesSpace, Specify</i>	
Dual licensing	Distributing software under two or more different sets of terms and conditions; often one proprietary and one copyleft/free. <i>Example: Ruby</i>	
Registered Service Providers (RSP)	Third-party organizations providing services and support around an open source platform. RSPs are usually responsible for providing the program with funding, in-kind contributions, or other considerations. <i>Example: DSpace</i>	
Open Core / Proprietary Extensions	Offering a "core" or feature-limited version of a software product as free and open-source software, while offering "commercial" versions or add-ons as proprietary software.	
Grants	Funds given by an entity to another entity for a specific purpose linked to public benefit. Unlike loans, grants are not to be paid back.	
Impact investing / Venture philanthropy	Investments made into companies, organizations, and funds with the intention to generate a measurable, beneficial social or environmental impact alongside a financial return.	
In-kind contributions	In-kind contributions include goods, services, and/or time (in lieu of direct payments/cash).	



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Activity: Understanding Financial Resource Models

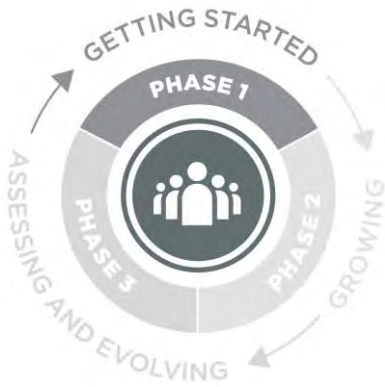
GRADIENTS OF AGREEMENT

1	Endorsement	
2	Endorsement with minor point of contention	
3	Agreement with reservations	
4	Abstain	
5	Stand aside	
6	Formal disagreement, willing to go with majority	
7	Formal disagreement, desolved of responsibility	
8	Block/veto	

Tally votes
in each box

To use the Gradients of Agreement chart:

- Record the proposal being used (e.g. on a flipchart or virtual whiteboard/document)
- Confirm that everyone understands the proposal, and make any necessary changes
- Read through the gradient definitions, from Endorsement to Veto
- Poll the participants to see where everyone stands. Note that the results show the level of support for a proposal, final decisions will take the results into account but are not based solely on the poll



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Activity: Human Resources Required

Goal

Identify the human resources required to support program goals and strategies

Prerequisites

This activity will work best if your program already has a business or strategic plan, community engagement plan, or technical roadmap, and has determined that it is time to add new members to the program team.

Who Should Participate?

Program leadership (strategic thinkers), Program management (tactical thinkers)

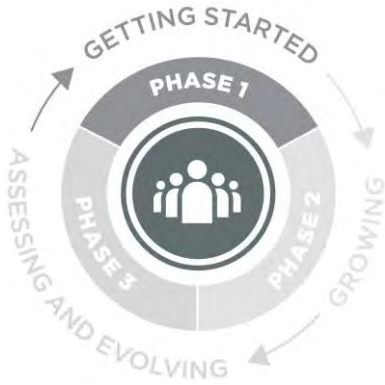
Length

90 minutes

Activity Instructions

For shared reference, list the top-level elements from your strategic/business plan, community engagement plan, or technical roadmap on a physical or virtual whiteboard.

1. As a group, discuss and capture some or all of the following questions. You may add additional questions depending on your program's situation. Designate a facilitator to help guide the conversation.
 - Why do we want to add additional members to the team? Will it:
 - Help further our program's mission/vision?
 - Help our stakeholders achieve their goals?
 - Improve our sustainability along one or more facets?
 - Increase program capacity along one or more facets?
 - What do we think we can accomplish by adding additional team members?
 - Are there other ways to achieve the impact we are looking for without adding to our headcount?
2. As a group, read through the list of potential positions below (page 3) for brief position descriptions for common roles held on OSS programs.
3. Provide the group with 5-10 minutes of individual reflection time to read through each position description.
 - If a position on the list already exists on the program team, you may remove it from the list.
 - You are free to add additional positions to the list depending on the specifics of your program; for example, if your subject matter is very specialized, you may wish to add a subject matter expert to the list.
4. Write out the position titles on a physical or virtual whiteboard.
5. Ask all participants to place the numbers 1, 2, and 3 next to the position names they would choose as their next hire (e.g., place #1 next to the role to be hired first, #2 next to the second, etc.).



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Activity: Human Resources Required

- Participants should base their rankings on their understanding of the strategic/business plan, technical roadmap, communications plan, and results of the discussion held at the beginning of the activity.
6. Review the results and take 15 minutes to discuss and capture some or all of the following questions. You may add additional questions depending on your program's situation.
 - Is there consensus? Did participants generally agree on the top two?
 - If there is an outlier, ask the participant to explain his/her reasoning.
 - How would the top two choices benefit the program?
 - Did any roles receive no votes? What do we lose by not adding those roles yet?
 7. If you do not have consensus on the top two roles to add, use the Gradients of Agreement to assist.
 - The Gradients of Agreement chart below (page 5) may help your group achieve consensus. Instructions for the Gradients of Agreement are provided with the chart below.
 - Example proposals for this activity might be: "Our next hire should be a software engineer," or "Our next hire should not be a program manager."
 8. When you are ready, continue on to [Resources Activity: Value Propositions for Job Descriptions](#) to move forward with the job search.



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Activity: Human Resources Required

Position Overviews

The list below includes roles that are often hired in an OSS program's lifecycle. Feel free to remove roles from the list that are already filled, add new ones to the list if your program has more specific needs, or combine roles.

Director / Executive Director / Managing Director

- Provide strategic leadership for the program
- Manage financial and business affairs
- Grow networks of stakeholders, contributors, members, and/or funders

Project Manager / Program Manager

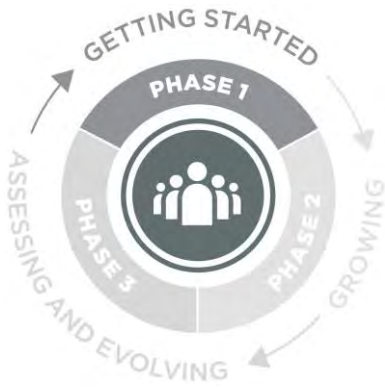
- Provide general program oversight
- Liaise between governance / leadership and program staff
- Build communication and outreach plans
- Monitor and manage budgets

Product Owner / Functional Lead

- Manage and prioritize product backlog
- Understand user needs and priorities
- Define user stories, sprints, and acceptance criteria
- Liaise between developers and program manager / users / governance

Technical Lead

- Provide open-source development leadership
- Work with program leadership to develop and support the project technical roadmap
- Grow the developer / technical contributor community
- Develop documentation and training
- Assist community with implementations



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Activity: Human Resources Required

Community Manager

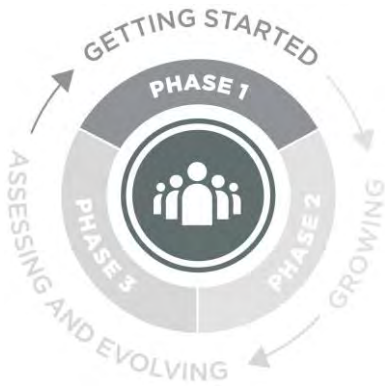
- Supports and manages the activities of the program's community
- Build and execute communication, outreach, and advocacy plans
- Liaise with operational groups to ensure consistency across the program
- Provide user support and training

Quality Assurance Lead

- Oversees testing of software features as part of a collaborative team
- Develop test plans
- Create risk mitigation strategies
- Liaise with operational groups to improve QA process

Software Engineer

- Develop and implement feature enhancements, bug fixes, and/or plugins identified and prioritized by the community
- Write and maintain accessibility and unit test suites
- Help identify, prepare, and review community code contributions
- Provide technical expertise for QA, documentation, and implementation



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Activity: Human Resources Required

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Activity: Value Propositions for Job Descriptions

Goals

1. Create a value proposition for a new program position (e.g. community manager, technical lead) to help articulate significance of allocating resources to program leadership
2. Optional: Create a job description for a new program position

Prerequisites

Job description (optional). If you don't have a job description yet, having samples on hand of job descriptions of similar roles at other programs can be helpful as a starting point.

Who Should Participate?

Program management (tactical experience),
Program staff (operational experience)

Length

60-90 minutes

Activity Instructions

1. List the potential responsibilities (i.e. tasks and duties) for the position.
 - a. If you already have a job description, you can take the responsibilities list from that.
 - b. If you do not already have a job description, this is the place to be expansive, you'll winnow down the elements for the final job description or value proposition.
 - i. It can be helpful to set objectives for the number of ideas to be listed and the time to be spent, e.g. "Let's spend 5 minutes coming up with a list of 20 responsibilities / tasks / duties we think this job would cover."
2. Take a quick sticker vote to select the responsibilities that are the most critical / highest priority.
 - a. In a sticker vote, each participant is assigned a number of stickers - these can be physical stickers in an in-person event or a specified piece of text (e.g., +1) in a virtual environment. Participants place their stickers or text alongside the options they're voting for, according to the parameters of the exercise (e.g., most important, most likely, most interesting, etc.).
3. For each of your top vote-getters, discuss and capture how the responsibility / task / duty would solve problems faced by your application, program, and/or community or adds new benefits. For example, could the person in this role:
 - a. Save time and/or resources? Help the project increase resources?
 - b. Improve community buy-in and engagement?
 - c. Improve the application's quality or functionality?
 - d. Eliminate risks the application, program, or community might face?
 - e. Help end users use the application more effectively?
 - f. Eliminate barriers to adoption?
 - g. Create positive social consequences?
 - h. Other issues highlighted in a strategic planning or goals document?



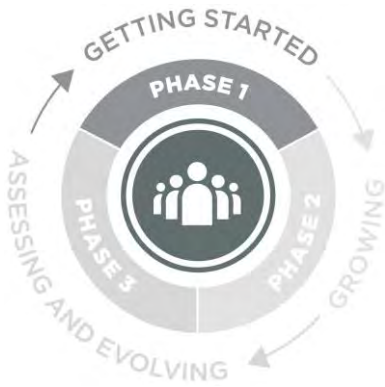
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Activity: Value Propositions for Job Descriptions

4. Rank each of the elements articulated in Item 3 as “essential” or “nice to have.”
5. Collate the “essential” value proposition elements into a value proposition document.
6. If you don’t already have a job description, you can use the top priority elements from Item 2 as the basis for creating one.
7. Share both documents with program leadership.
 - a. You may want to include a “back of the envelope” cost calculation with your proposal. To find the salary range for similar positions, you can ask colleagues if they are willing to share, check online sources such as Glassdoor, look at existing job posts for similar positions, or ask your home organization’s HR for salary bands for similar positions. Don’t forget to add benefits - 25-30% of the suggested salary is a good rule of thumb, but some organizations (e.g., universities) have higher rates.



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Activity: Organizational Home Program Services Matrix

Goal

Determine which services are important for your program as you evaluate home organization options.

Prerequisites

None

Who Should Participate?

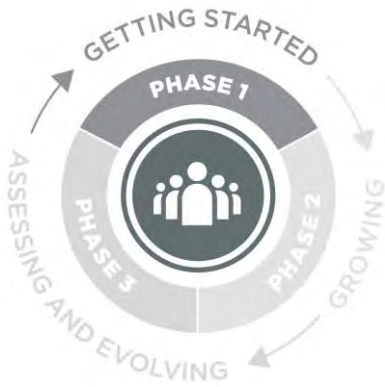
Program Leadership
(strategic thinkers)

Length

30-60 minutes

Activity Instructions

1. Use the following matrix to determine which services are important for your community and your program, now and in the future. Feel free to customize the matrix (add or remove services) to better reflect your program's needs.
2. For each element on the list, select "Yes", "No" or "Maybe Later"
3. Once that is complete, rank each using the following values:
2 = Very Important; 1= Somewhat Important; 0 = Not important
4. Use the results of this activity for Activity: Organizational Home Requirements Gathering and Assessment



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Activity: Organizational Home Program Services Matrix

What Services Does Your Program Need?

A sample list of services is included below. Feel free to customize the matrix (add or remove services) to reflect your needs.

Legal Services / Human Resource Infrastructure		Yes	No	Maybe Later	Rank
	Administration – legal entity and business support services				
	Legal advice				
	Asset stewardship: copyrights, trademarks, domain names, physical computer equipment				
	Contract negotiation and execution				
	Intellectual property rights (IPR) management				
	Recruitment, personnel management				
Financial Infrastructure		Yes	No	Maybe Later	Rank
	Invoicing				
	Fundraising				
	Accounting				
	Financial reporting				
	Separate financial accounts for programs				
	Grants management				
Sustainability Infrastructure		Yes	No	Maybe Later	Rank
	Future proofing				
	Consulting				
	Mentorship				



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Activity: Organizational Home Program Services Matrix

Collaboration & Partnerships		Yes	No	Maybe Later	Rank
	Leadership mentoring, advice, and guidance				
	Partners				
	Grant support (writing, administering)				

Community Infrastructure		Yes	No	Maybe Later	Rank
	Communications infrastructure				
	Newsletters				
	Wiki spaces				
	Listservs				
	Meeting infrastructure				
	Webinar platforms				
	Officiating community elections and ballot initiatives				
	Marketing and communications				

Technical Infrastructure		Yes	No	Maybe Later	Rank
	Technical leadership				
	Hosting services				
	Technical support				

Other		Yes	No	Maybe Later	Rank



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Activity: Organizational Home Requirements Assessment

Goals

1. Determine if your program would benefit from partnering or contracting with an organizational home or fiscal sponsor
2. Gather requirements for assessment and decision

Prerequisites

[Activity: Organizational Home Program Services Matrix](#)

Who Should Participate?

Program leadership (strategic thinkers), or those who have experience or knowledge with identifying potential new home organizations, assessing financial health and stability, and assessing terms/conditions and MOUs.

Length

90-120 minutes

Definitions

Programs have a range of business needs depending on their scope and scale. These needs may require only a small set of services from an outside organization, or a larger-scale, longer-term relationship. The terms and definitions below may help you in your assessments.

Fiscal Sponsor: an organization that provides legal and financial infrastructure for your program. Services may include financial reports, banking relationships, invoicing, etc.

- **Example situation:** grant funded program that needs a way to accept funds

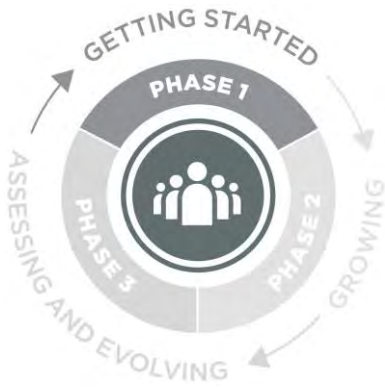
Organizational Home: an organization that provides legal and financial infrastructure as well as additional services that may be important to your program, such as consulting, event facilitation, marketing, technical support, grant writing, etc.

- **Example situation:** emerging program growing from a grant-driven initiative to a program that is community-based needing to move out of their founding organization

Activity Instructions

Requirements Gathering

1. Based on previous ITAViP activities, determine your program's biggest unmet needs. This will enable you to determine any gaps with your current situation and evaluate how a new home organization or fiscal sponsor could help.
2. Determine what gaps can be addressed by moving to a new organization
3. Define the impact of the move and determine how to navigate through these changes. Considerations include:
 - a. Impact to existing staff (i.e. if they cannot move to the new organizational home with the program, will they remain as volunteers? How will they be recognized for their contributions?)
 - b. Current sponsoring organization's change in role (e.g. lesser role in governance).
4. Gather a list of candidates for a new home organization



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Activity: Activity: Organizational Home Requirements Assessment

Assessment

1. Determine criteria for selection. Examples include:
 - a. Match in core values
 - b. Service offerings (see Activity: [Organizational Home Program Services Matrix](#))
 - c. Financial health and stability
 - d. Reputation (using references, world/national ranking, awards received?)
 - e. Terms and conditions
2. Compare how your values and service needs match to different home organizations. You can use the related tool [Organizational Home – Requirements Gathering and Assessment Scoring Tool](#) to help with comparison.
3. Compile a short list of potential new home organizations
4. Discuss/Interview with potential new home organizations
5. Make a selection
6. Discuss and sign an MOU or Partnership Agreement.
 - a. An excellent Partnership Agreement template can be found under the heading “Partnering Agreements,” in Brouwer, Herman and Woodhill, Jim, with Hemmati, Minu, Verhoosel, Karèn and van Vugt, Simone (2016) *The MSP Guide, How to design and facilitate multi-stakeholder partnerships*, Wageningen: Wageningen University and Research, WCDI, and Rugby, UK: Practical Action Publishing, <http://dx.doi.org/10.3362/9781780446691>.