

2017

Creating Our Future -- Transforming a Traditional Non-Profit into a High Performing Organization

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Consultancy Project Executive Summary

Organization: Gardner-Webb University School of Education

Project Title: Creating Our Future -- Transforming a
Traditional Non-Profit into a High Performing
Organization

Candidate: William Weller

Consultancy Coach: Dr. Jeffrey Hamilton

Defense Date: July 11, 2017

Authorized by: Joshua Propst, Executive Director Boys &
Girls Clubs of Cleveland County

Acknowledgements

"I can do all things through Christ who strengthens me." *Philippians 4:13*

In August 2014, I returned to education on my doctoral degree almost 39 years after leaving a similar journey at Penn State in 1978. To arrive at this point was only possible because of a very special support system.

A special thank you to all the individuals who made this project possible.

First and foremost, my wife Barbara who was there every step of the way. She was there to support my dream and to encourage me to stay the plan. To my daughter Katie who was there to support her Dad all the way. To Dr. Faye Burton and Josh Propst at the Boys & Girls Club for working with me on the project. To my professors at Gardner-Webb University, especially Dr. Hamilton, my advisor, and Drs. Bingham and Lutz who were my taskmasters, mentors, and cheerleaders. To my sister Billie, who was the great encourager. "You can do this little brother!" seemed to be her mantra.

There are several supporters, friends, and mentors who ended their earthly journey and have been with me as my heavenly host. Dr. Jim Nall, who passed away in December 2015. He was my first professor at GWU when I was taking business classes. He, more than anyone, convinced me that education is the key to continued success.

There are three angels who were leaders at the Club who have been with me on this journey. Joe Goforth, who I followed as president of the Board. He taught me the lesson of getting to know people and understand where they are before asking them for help for the organization. Hoyt Bailey, one of the original Board members of the Club and longtime supporter. "Big Daddy" shared his time, talents, and treasures to help others. That example was easy to follow as I worked with the Club. Mildred Keeter Davis and I served on the Board from 1994 until 2012 when she became a member emeritus. More than one evening, we sat in her family room and talked about the importance of the Club and the kids we served. She shared that love of the Club with her sister, Mable Hamrick Whisnant, who left a major gift to the Club to make the Teen Center a reality.

To the children at the Boys & Girls Club, who need us the most. They are the reason I am so passionate about this consultancy project being successful; they were counting on the Board to provide a safe place to grow and become caring, responsible adults.

Finally, to my fellow cohort members Wendy Dellinger, John Johnson, Stanley Oswald, Kay Ray, and Masonya Ruff; without their support, encouragement, and willingness to share their perspective, the final paper would not have been possible.

Abstract

Creating Our Future – Transforming a Traditional Non-Profit into a High Performing Organization

The purpose of the project was to transform the Boys & Girls Club of Cleveland County Board of Directors (the Club) from an executive-directed organization to an organization that encouraged Board member involvement. Our goal was to serve more kids every day, expand facilities, take functional responsibility of the operation of the Club while finding more funding sources to meet the budget. The organization needed to change or it would not be in existence. Using Kotter's Eight Step Change Model, the leadership team worked to create a sense of urgency for the change process. Strategic planning sessions established goals and objectives to be achieved to transform the organization from an autocratic leadership style to a participative style of leadership. The emphasis of the project was to achieve the major goal of serving more kids every day. Over the 30-month period, the Club grew from serving an average of 70 children a day to serving over 140 children a day at three separate locations. The Teen Center and an extension unit at Graham Elementary School are open and operational. The organizational budget has grown by 52% with funding sources from grants and foundations increasing by over 200%. The functional committees of the Board have taken ownership of a wide variety of tasks formerly part of the executive director's role. The creation of the Emeritus Board has enabled the Club to involve more diversified, younger Board members. In Boys & Girls Club of America National Youth Outcome Initiative survey of Club performance, the Cleveland County Club performed higher than the national average in seven of eight areas. Today, the Club is a high-performing organization serving twice as many children.

Keywords: Boys & Girls Club, functional committees, transformation, change model, Board driven change

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1 Introduction

1.1 Project Purpose

The purpose of this project was to transform the Boys & Girls Club (the Club) Board of Directors from an executive-directed organization to an organization that encouraged Board member involvement in serving more kids every day; expanding facilities; and taking ownership of the finances, development, public relations, and operations policies of the Club.

In October 2014, the Club was in a sustain mode. It was time for the leadership of the organization to look at the hard facts and act (Collins, 2001). The organization needed to change or it would not be in existence. How that change would occur was the basis of the consultancy project.

1.2 Associated Documents

- 1.2.1. Kotter Eight Step Change Process Model
- 1.2.2. Boys & Girls Club of Cleveland County Mission and Vision Statement
- 1.2.3. Standards of Excellence Evaluation October 2014
- 1.2.4. Strategic Plan 2015
- 1.2.5. Annual Budget Resources for last four years

1.3 Project Plan Maintenance

The Club created a strategic plan to address items that would allow the Club to grow and expand to serve more children. The Strategic Plan was the guide to create the positive outcomes and the other areas of development for the Board and the organization – people, facilities, resources, and technology – all were measured as part of the long-range plans.

How was plan monitored?

- Staff reviewed Strategic Plan tasks at least once a week in staff meetings.
- Board of Directors reviewed progress on each of the goals once each quarter as part of Board meeting.
- Board committees met at least once a month to work on goals and objectives.
- Strategic Plan reviewed by Board in January of each year.
 - Based on performance, adjustments were made in the goals and objectives.
 - If goal was achieved, functional committee asked to consider another area of focus.
 - If the objective was not reached, the entire Board was able to work together to create an action plan to reach the objective.

2 Project Scope

2.1 Outline of Partnering Organization's Objectives

Objectives of the Club focused on these outcomes:

- Raise funds to move forward with the renovation of the Teen Center.
- Serve more kids every day.
- Create four functioning committees on the Board.
- Expand funding sources to meet new opportunities and to meet the operational budget.
- Develop the Board to work on the new committee structure, to recruit new Board members to gain more diversity, and to train Board members on how to make a personal ask for significant funds.

2.1.1 Success Criteria

The Strategic Plan of 2015 focused on:

- Meet the goal on the Capital Campaign to fund renovation of Teen Center.
- Develop a strategy to serve more kids every day.
- Create four functioning committees to increase Board involvement.
- Expand funding sources to meet new budget amounts.
- Expand and train Board to fundraise and be focused on reaching goals.

2.1.2 Risks

SWOT analysis identified weaknesses and threats that the organization needed to address.

Weaknesses identified:

- Lack of public awareness of programs and outcomes of the Club.
- Facility needed to be renovated.
- More Donor diversity. Engage parents of Club members.
- Board needs more diversity.
- More revenue diversification.
- Expand geographical service area.
- Updated policies and procedures to reflect actual practices.
- Club safety needs to be further enhanced.
- No Teen Center.

Threats identified:

- Organizational sustainability after opening a teen center (need for increased operational revenue).
- Struggling United Way campaigns could impact needed revenue.
- Competition from other youth programs such as YMCA and CIS.
- Expanding too fast without clear sustainability plan.
- Building security relative to improved Club entrance management.

Mitigation and Contingency Plans were developed and are in Section 9 – Risk, Constraints, Assumptions.

2.2 Outline of Student's Objectives

2.2.1 Objectives

As the Consultant to the Board of Directors, the student's role was limited to the scope of the project partially by the structure of a Boys & Girls Club organization. The consultant's focus was limited to Board functions. The consultant's challenge was to keep the scope of the project and the consultancy process well defined. The major objective was the Board's transition from a

policy-making organization to four functioning committees that focus on specific aspects of the organization's operations; also, assist the Board and Executive Director in implementation of Strategic Plan.

2.2.2 Success Criteria

Two measures of success for the project were established:

- Board of Directors set goals and objectives to achieve all Strategic Plans of 2015 to 2017; 39 objectives were established.
- Board becomes more diverse and more involved in the functional aspects of the operation of the Club.

2.2.3 Risks

The Board of Directors and Staff realized that if no action was taken to implement the Strategic Plan, there was a high probability that the organization would not be operational within 2-3 years. This prediction was based on the experiences of other Boys & Girls Clubs throughout the nation that did not have a strategy to grow the organization and serve more kids.

2.3 Definitive Scope Statement

The focus of the consultancy project is to transition the current Board of Directors from a policy and fundraising Board to one that is proactive. The scope involves:

- Creating functional committees for finance, operations, resource development, and public relations.
- Executive director to operate Club; responsible to direct the staff, monitor expenditures, develop and implement programs, and to advise the Board on issues and concerns in the day-to-day operation of the Club.

3 Deliverables

3.1 To partnering organization

The Club will use Boys & Girls Club of America Board Development Cycle.

Completed in first 6 months of project (by July 2015):

- Leader identified for each functional committee.
- Board members aligned to one of the committees.
- Committees met and reviewed the list of tasks identified by national organization.
- Committees taught to function and work on parts of the strategic plan.
- Committees trained on basic operation of a committee.

Committees met on regular basis and reported at monthly Board meeting:

- Monitored what tasks are being performed.
- Measured effectiveness of work with monthly meeting evaluations and discussions of what went well and what needed to improve.

Resource Development Committee used nine-step Board Development Cycle to identify and develop new Board members and to evaluate current Board members.

Revise By-Laws to include term limits and establishing succession plans to keep leadership evolving.

3.2 From student

The Consultant performed the following tasks throughout the project:

- Developed agenda for Strategic Plan Review with members of Executive Committee.
- Facilitated meetings and worked with committee chairpersons to be sure all items in committee description were reviewed and tasks identified.
- Facilitated discussion with committees on evaluations of how committee meetings were conducted.

4 Project Approach

4.1 Project Lifecycle Processes

Over the course of project, the following annual and quarterly activities occurred:

- January 2015, Board met to establish and review the 201 Strategic Plan.
- Four functional committees established to focus on an aspect of organizational effectiveness. Committees were:
 - Finance
 - Development
 - Public Relations
 - Operations
- September 2015, committees reported to Board on action related to Strategic Plan.
- 2016 and 2017 Strategic Planning meeting agenda was created by Executive Director, Executive Committee, and Committee chairpersons.
- Each quarter of 2016 and 2017, one Board meeting a quarter was used to review the Project Management Processes and Project Support Processes.

4.2 Project Management Processes

Annual Strategic Planning Meeting was clearing house for changes of direction or reallocation of resources for the Club.

- Each committee asked to evaluate how well they did on their objectives.
 - If they had completed an objective, the committee was asked to select another area to work on.
 - If the committee was not on track to meet an objective, the entire Board was available to provide resources to support the issue.
- Each Committee responsible for conducting risk analysis of objectives and areas of responsibility.
 - Committee evaluated area where the risk occurred, what was the probability of the risk occurring, and what would be the impact on the Club if it did occur.
 - If a Mitigation Plan was needed for the risk, the consultant, executive director, and committee would work to develop the plan. These analyses were shared with the Board once a year, usually as part of a committee's report for the quarter.

4.3 Project Support Processes

Director of Development for North Carolina, Boys & Girls Club of America was an additional consultant on project.

Consultant and Executive Director met with each committee chair once a quarter before the committee reported at Board meeting to address issues and concerns.

All four committee chairs would meet to discuss process.

4.4 Organization

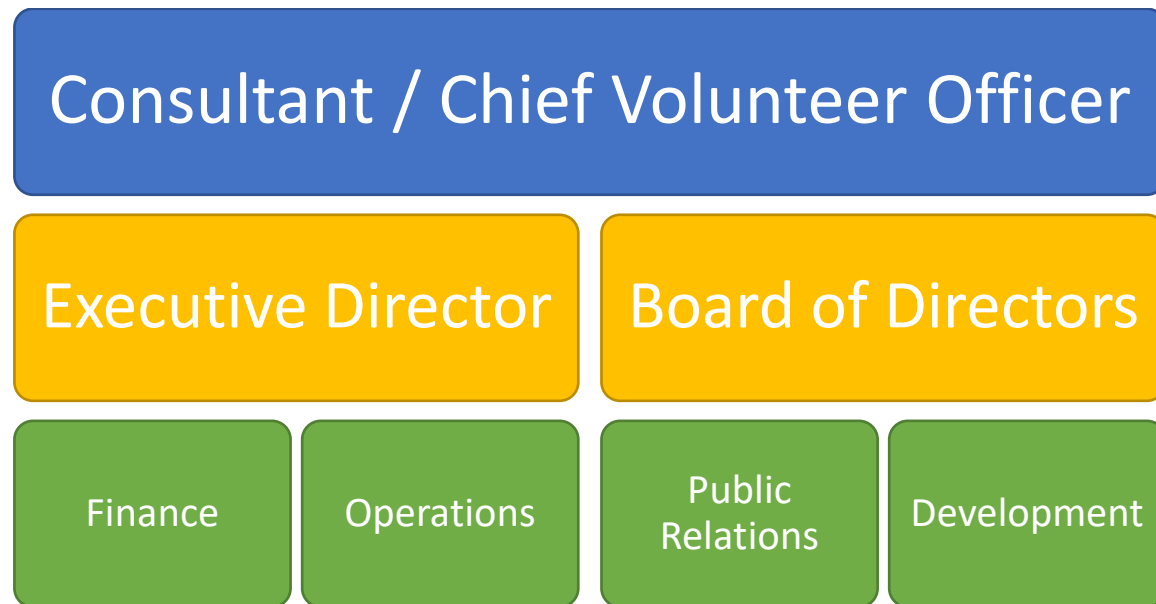
4.4.1 Project Team

Project Team consisted of:

- Executive Director of Club

- Chief Volunteer Officer (Consultant)
- Executive Committee
- Chairperson for each Committee

4.4.2 Mapping Between Boys & Girls Club and Student
Organizational Chart showing relationship of Consultant to Boys & Girls Club.



5 Communications Plan

Sharing information is critical to the transformation of an organization. Focusing on each group of Stakeholders is key to continued success.

COMMUNICATIONS PLAN				
Stakeholders	Information Shared	Reason Needed	Timeline	When Shared
Board of Directors	Progress on goals and objectives. Funds raised by Club	Decisions about organization, finances, and program successes	Started January 2015 to present	Monthly Board Meeting
Staff	Goals and Direction for programs and activities for children served	Support day to day operation of Club; Reinforce positive behaviors	Started October 2014 to Present	During Weekly Staff meeting
Donors	Information about how Club is performing against Strategic Goals Appreciation for Donor Gifts	Awareness of how their dollars make a difference in the lives of a child. Thank them for their support	Started March 2015 to Present	Letter confirming donation Thank You card from kids after an event.
Potential Donors	Information about activities and programs at the Club including yearend summary results.	Nurture relationship with potential donor that may lead to an initial gift or volunteering at the Club	Started June 2016 to Present	Board member recommend potential donors and letters are sent or a Club newsletter
Community & Elected Leaders	Successes of Program,	Maintain positive relationships with leaders	Started October 2015 to Present	Semi-annual Open House for Chamber Members and School Administrators

6 Work Plan

6.1 Work Breakdown Structure

The Consultancy Project developed four functioning committees within the Board of Directors. Each committee had a major goal to achieve. To achieve the goal, objectives were identified and prioritized as to support the work. The Chart is a summary of progress as of January 2017.

Goals & Objectives for Functioning Committees of Boys & Girls Club							
Committee	Goal	Total Number of Objectives	Objectives Completed	Objectives on Track	Objectives Not on Track	Objective Added after Jan. 2015	Priority
Development	Enhance effectiveness of engaged Board of Directors through increased interaction with Club programs and additional training, as well as focus on the future through development of a planned giving strategy.	10	2	2	3	3	H 4
							M 6
							L 0
Finance	Enhance and diversify annual operational revenue streams.	08	3	2	2	1	H 5
							M 3
							L 0
Operations	Deliver highly effective outcome-based club programs through highly trained and effective professional staff, state-of-the-art club facilities and broad community engagement	13	9	1	1	2	H 8
							M 5
							L 0
Public Relations	Increase the public and supporters understanding of the Boys & Girls Club mission, vision, programs and outcomes.	7	2	0	1	4	H 4
							M 3
							L 0
Column Totals		38	16	5	7	10	H 21
							M 17
							L 0

6.2 Resources and Activity Cycles

The Club has identified several cycles that occur throughout the year that require time, extra personnel, and specialized training. This chart represents the 12 cycles identified that require reallocation of resources to meet a goal or objective. It shows the various opportunities and bottlenecks related to people resources.

7 Milestones

7.1 Organizational and Project Milestones

Milestone number	Organizational & Project Milestones by Goal	Forecast Completion date
Increase the Number of Children Served		
1	Clubhouse declutter project complete and new roof on gymnasium	30-Apr-15
2	Awarded Lowe's Renovation Grant for main Club areas	10-May-15
3	Teen Leadership Summer Camp Uses Turning Point Gym – involves 30 middle/high school students	12-Jun-15
4	Renovation of Clubhouse completed	15-Oct-15
5	BGC Board approached to open a third site at Graham Elementary School to support the new year-round schedule.	10-Jun-16
6	Teen Center Opens with a limited number of students. Board hires full-time Teen Coordinator for Center	01-Dec-16
7	Graham Extension benefits from Gardner Webb University students who volunteer to work with Graham students.	On going
8	As of March 31, 2017 – BGC has three locations serving 140 students ADA.	31-Mar-17
Complete Capital Campaign for Teen Center		
1	Sign Memorandum of Understanding with School District for renovation of Turning Point Academy gym and enter into lease agreement once renovations completed	30-Jan-16
2	Capital Campaign reaches \$450,000 Board votes to enter in contract for renovations of Teen Center	15-Mar-16
3	School Board lets contract for renovation of Teen Center facility	01-Jul-16
4	Renovation of Teen Center Complete	01-10-17
Develop 3-Year Strategic Plan		
1	Initial Evaluation of Boys & Girls Club's (BGC) performance against Boys & Girls Club of America (BGCA) Standards of Excellence. Club serving 64 students a day in Average Daily Attendance (ADA)	14-Oct-14
2	Strategic Planning Meeting of BGC Board to set 3-Year Plan	24-Jan-15
3	BGC Board Completes 6-Month Review of Strategic Plan.	18-Jun-15
4	Strategic Planning Meeting of BGC Board	23-Jan-16
5	BGC Board Adopts 3-Year Technology Plan for new computer lab and to upgrade staff computers and connect to Teen Center.	21-Jul-16
6	2017 Strategic Planning Meeting of BGC Board. Reviews 3-year plan and starts to develop new 3-year plan for 2020	28-Jan-17
7	Board adopts resolution to support Boys & Girls Club of America Great Futures 2025 Strategic Plan. Committees review plan and identify opportunities to add or enhance programs for 2018.	20-Apr-17
Board Development and Diversity		
1	BGC Board Acceptance of Four Committee Structure.	19 Feb 15
2	Each functioning committee prepares and updates rest of the Board on their progress toward meeting their goals and objectives	23-Jan-16
3	BGC Board Approves 35% increase in 2017 operating budget	22-Dec-16
4	Board Celebrates 50 th Anniversary of Charter from BGCA with Gala	22-July-16
4	Board restructured – creates an Advocate Board for long time Board members – result is six new Board members added to Board	20-Apr-17

	of Directors. Advocate Board members continue to support Club and programs	
5	Orientation of new Board and Advocate Board allows for opportunity to share vision for 2020	08-Jun-17
Identify Resources to Meet Increased Budget		
1	Explore variety of grants to supplement resources for 2016 and 2017 budgets to include family foundations and corporate programs.	01-Jun-16
2	Qualify for specific State and Federal grants	01-Jan-16
3	Development Committee Works on Advocate Board	15-Mar-17
4	Creation of Alumni Group as additional funding source	01-May-17
5	Create a Parent Partnership to engage parents in funding needs	01-Jul-17

7.2 Student Deliverables

Milestone number	Student Deliverables and Milestones	Forecast Completion date
Transform Traditional Board to High Performing Board		
1	Understand where organization is using evaluations and surveys	Jan 15
2	Create sense of urgency to transition Board	May-15
3	Facilitate Planning Process	Jun-15
4	Develop Strategic Plan Review Process	Oct-15
5	Facilitate and Coach Committee Chairs in Meeting Management	Jun-16
6	Identify and Develop New Funding Sources	Dec-16
7	Establish Advocate Board	Mar-17
8	Recruit and Orient New Board members to the Board	Mar-17
9	Develop Review Process to Sustain Gains	In process

8 Metrics and Results

In Section 11.1 Quality Assurance Plan, the results of the systematic process to measure results are shown. As part of the Strategic Planning Process, each goal has the following items monitored over the course of the year:

- Smart Goal or Objective for a project
- Defined Timeline
- Responsible Person for objective
- Deliverable from the objective
- Potential Risk to the Organization
- Probability of Risk Occurring

Here is an example of the chart used by the Public Relations Committee

Color coding of objectives gives a visual clue of projects that are ON TRACK – GREEN; OFF TRACK – PINK; LIGHT BLUE – OBJECTIVE ADDED SINCE JANUARY 2015

GOAL 3: PUBLIC RELATIONS: Increase the general public's and supporters understanding of the Boys & Girls Club mission, vision, programs and outcomes.					
Strategies	Priority	Responsible Person(s)	Begin	Completed	Deliverable(s)
Plan and implement communications and events to celebrate 50th Anniversary of organization (July 1966)	H	Public Relations Committee	January 2016	December 2016	Completed event(s).
Develop and implement an annual public relations plan that includes mass media; presentations to local officials (school, city, county), civic clubs and faith-based organizations.	H	Public Relations Committee CEO	May 2015	December 2017	Written annual PR plan. Monthly media coverage. Annual presentations completed.
Develop and distribute to board members an annual one-page "elevator speech" with club programs and outcomes.	M	CEO Public Relations Committee	May 2015	December 2017	Written annual "elevator speech."

Strategies	Priority	Responsible Person(s)	Begin	Completed	Deliverable(s)
Develop, implement and maintain efforts to establish an Alumni Association to engage club alumni.	M	Public Relations Committee	September 2016	December 2017	Established alumni association. 20 engaged alumni.
With possible professional pro bono assistance, redesign organizational website to increase effectiveness and provide online ability to support organization (auto payment feature).	H	CEO Public Relations Committee	May 2015	December 2017	Redesigned website. Auto bank debit option added and increased online giving.
Plan and implement increased proactive use of social media (Face Book, Instagram, Twitter, e-News, etc.).	M	CEO Public Relations Committee	October 2015	December 2017	Social media accounts. Written social media plan.
Set and achieve goals for recruiting “friends, likes, followers, etc.” for organizational social media pages.	H	Public Relations Committee	October 2015	December 2017	Increase FB “friends” by 100 individuals each year.

8.2 Program Metrics

- Boys & Girls Club of America provides programs for all ages of students. Staff gives pre and posttests to evaluate growth by children on a subject.
- Students 9 years old or older participate in National Youth Outcome Initiative survey which is given to over 165,000 youngsters. Results are shared with all Clubs. See 11.3 to examine actual Club results.
- The Club is part of Boys & Girls Club of America database. Data on attendance and academic achievement is shared with the national organization, and suggested activities are prescribed to gain further advancement for children served.

9 Risks, Constraints, Assumptions

9.1 Risks

Risks were identified by functional committees. Committees were asked to recognize the area of risk, predicate the probability of it happening, and then rate the level of risk to the organization. Basic Mitigation Plans were developed for each of the risk areas.

Table 9.1 Committee Identify Potential Risks by Area, Probability, & Risk Level

COMMITTEE	GOALS	RISK	AREA OF RISK	PROBABILITY IT WILL OCCUR	RISK LEVEL
DEVELOPMENT	Develop and deploy an intentional and regular organizational stewardship program for recognizing and cultivating donors.	No donor database. No way to track loss of donors. Potential funding not meeting goals because of reduction in donors.	Funding	Almost Certain	High
DEVELOPMENT	Set up endowment development program that includes informational meeting with estate attorneys, financial planners, and CPAs.	As donors pass away and they have not been asked to support the Club, the organization misses opportunities for sustaining gifts.	Funding	Likely	Medium
OPERATIONS	Deliver highly effective outcome-based Club programs through highly trained and effective professional staff, state-of-the-art Club facilities and broad community engagement	No documented policies or procedures in place. Issues open to interpretation. Potential liability issue. If background checks not done, possible sex offender could be hired or allowed into Club	People	Almost Certain	High
OPERATIONS	Increase Club program capacity and appearance by eliminating clutter in various rooms as well as general cleaning and repairs of all program areas.	Ensure that current building is within Boys & Girls Club program and safety standards. Conduct similar review with Teen Center drawings.	Property	Likely	Medium

COMMITTEE	GOALS	RISK	AREA OF RISK	PROBABILITY IT WILL OCCUR	RISK LEVEL
FINANCE	Enhance and diversify annual operational revenue streams.	Current sources unreliable. Need to find reliable alternative funding sources.	Funding	Almost Certain	High
FINANCE	Develop, review, and approve comprehensive fiscal management policies for the organization.	Danger of funds misappropriated or misused which results in negative publicity about Club.	Reputation	Almost Certain	High
PUBLIC RELATIONS	Increase public and supporter understanding of the Boys & Girls Club mission, vision, programs, and outcomes.	Lack of public awareness of work of the Club will reduce potential dollars raised.	Reputation	Likely	Medium
PUBLIC RELATIONS	Crisis Response Plan developed in the event of a crisis. Identify who will be the spokesperson for the Club and communicate the plan and policy to all staff, volunteers, and Board members.	In the event of a crisis – an accident, financial, or safety issues – do staff, volunteers, and Board members know BGCA established protocol to handle crisis situations?	Reputation	Almost Certain	High

Mitigation Plans

Mitigation plan for High Level of Risk, almost certain issues for Property.

Teen Center Renovation: To prevent a delay in opening of Teen Center in 2016, Executive Committee and Cleveland County School Board and Administration worked to keep process on track. A New Century, A New Dream campaign was reviewed to fund the renovation. The Operations Committee addressed the approval process that the Department of Public Instruction must complete for the drawings of the facility to be ready to bid the project. A Board member was identified as champion who led the project to a successful completion.

Mitigation plan for High Level of Risk, almost certain issues for Reputation.

Financial: Danger exists of misappropriation or misuse of funds. To address risk, the Finance Committee charged with developing policy manual on the handling of funds at Club. The Club will continue to complete an annual audit by an independent third-party accounting firm. A training session for staff, Board members, and volunteers held prior to a fundraiser to clarify who is authorized to receive funds for the organization.

Crisis Response: The Club has in place a Crisis Response Plan that has been shared with staff, Board, and volunteers. The Public Relations Committee is responsible to train and interact with the Media who arrive at the Club or call the office for information. The Response Plan is

current; people are educated on who is authorized to be a spokesperson for the Club and use the Boys & Girls Club of America Crisis Response Plan (BGCA, 2013).

Mitigation plan for High Level of Risk, almost certain issues for People.

Physical Safety of Club: To insure the safety of all children at the Club, the Board uses *Boys & Girls Club of America Safe On All Sides* manual. The Operations Committee has physical barriers to restrict access to entering the Club. Evacuation plan developed and training conducted for staff and children; Club requires that a parent sign the child out to leave the Club.

Mitigation plan development Training. The Executive Committee and director conduct training for Board, staff, volunteers, and other stakeholders. Engaging all stakeholders in the risk assessment process enabled us to get their support of the plans and looking for ways to help us achieve our goal of a safe organization. All committees used the *Safe On All Sides* manual to identify more potential risks.

9.2 Constraints

The Club has limited resources to work on the project.

Executive Director is only paid professional able to work on project.

Board members have limited time to work on transformation.

Financial resources are focused on serving kids and not Board development.

9.3 Assumptions

Five assumptions were identified with project that are basic to the long-term success of the Boys & Girls Club of Cleveland County. They are:

- The Program is worthwhile and meets a real need in the community.
- The Program has a positive economic impact on the community.
- People are willing to volunteer and work to make the program a success.
- People will understand the need for long term sustained financial support for the organization's success.
- The focus is on the future of the children we serve. Individuals from all parts of the community are willing to volunteer their time and talents to make the Club a success.

10 Financial Plan

- Funding Sources Boys & Girls Club:
 - United Way
 - Grants – Government and Non-Government
 - Board sponsored Fundraisers
 - Foundations
 - Great Futures Annual Campaign
 - Individual Gifts

Chart shows changes in funding sources from 2014 to 2017.

- Budget increased by \$141,000 in 3 years which is a 52% increase.
- Largest areas of % increase in funding sources are:
 - Individual Gifts Up 1967%
 - Foundations (Family and Corporate) Up 300%
 - Grants Up 155%

2014			2017			Comparison 2014 to 2017 Budget		
Budget Item	Amount	% of Budget	Budget Item	Amount	% of Budget	Budget Item	2017-2014	% Change 2014 Budget to 2017 Budget
United Way	\$108,500	40%	United Way	\$81,000	20%	United Way	\$(27,500)	-25%
Grants	\$49,000	18%	Grants	\$125,000	30%	Grants	\$76,000	155%
Fundraisers	\$40,000	15%	Fundraisers	\$40,000	10%	Fundraisers	\$-	0%
Foundations	\$15,000	6%	Foundations	\$60,000	15%	Foundations	\$45,000	300%
Great Futures	\$45,000	17%	Great Futures	\$59,000	14%	Great Futures	\$14,000	31%
Membership	\$11,000	4%	Membership	\$15,000	4%	Membership	\$4,000	36%
Individuals	\$1,500	1%	Individuals	\$31,000	8%	Individuals	\$29,500	1967%
Total	\$270,000	100%	Total	\$411,000	100%	Total	\$141,000	52%

11 Quality Assurance Plan

Three Quality Assurance Programs used to monitor quality of the organization, Board development, and quality of the programs presented to the children at the Club.

11.1 Organizational Development

- The Board uses Plan – Do – Check – Act Problem Solving Model to take corrective action.
- Part of Strategic Plan is to monitor progress on all objectives.
- Objectives are SMART Statements that identify who is responsible for the objective and the start and end date of project and the deliverables.
- Charts below show how results are reported over the 3 years of project.

Goal & Total Number of Strategies 38				
Committee	High Priority	Medium Priority	Low Priority	Total
Operations	7	6	0	13
Development	4	6	0	10
Public Relations	5	2	0	7
Finance	5	3		8
Total All Goals	21	17	0	38

Goal & Strategies in Various Stages of Completion					
Number of Strategies	Completed	On Track	Behind Target	New	Total
Operations	9	1	1	2	13
Development	2	2	3	3	10
Public Relations	2	0	1	4	7
Finance	3	2	2	1	8
Total of Column	16	5	7	10	38

Goal & Total Number of Strategies 38 Status				
Number of Strategies	Completed	On Track	Behind Target	New
Operations	69%	8%	8%	15%
Development	20%	20%	30%	30%
Public Relations	29%	0	14%	57%
Finance	37.5%	25%	25%	12.5%
Total All Goals	42.1%	13.2%0	18.4%	26%.3

11.2 Board Development

Development Committee uses Boys & Girls Clubs of America Board Development Cycle to recruit, nurture, develop, and educate new Board and experienced Board members. Average Board member has been on Board for 10 years.

THE BOARD BUILDING CYCLE

Fortunately, the board building process is a cyclical one, enabling board members to effectively plan the depth and breadth needed for their board's development.



Step 1: Identify – What does the organization have? What does it need? Are there gaps? Keep affluence, influence and diversity in mind to ensure sustainability and greater perspectives.

Step 2: Cultivate – Cast a wide net. Share desired characteristics with major donors, partners and other supporters. Solicit prospects from professionals in related fields and other nonprofits.

Step 3: Recruit – Explore prospect interests and interview for fit and red flags. Re-emphasize time and service commitment, the if still interested, nominate to full board for election.

Step 4: Orient – Provide new members with board orientation (roster, past minutes, etc.) as well as Club orientation (history, culture, programs, facilities)

Step 5: Involve – Getting new members actively involved early on builds on the momentum of orientation and fuels their enthusiasm. All board members should be engaged in important work.

Step 6: Educate – Some form of education should be on the agenda of nearly every board meeting. Also, online learning, informal education and state/regional events are great options.

Step 7: Evaluate – This assessment includes three levels: Board effectiveness should be evaluated; individual board leaders should be assessed; and board meetings should be reviewed.

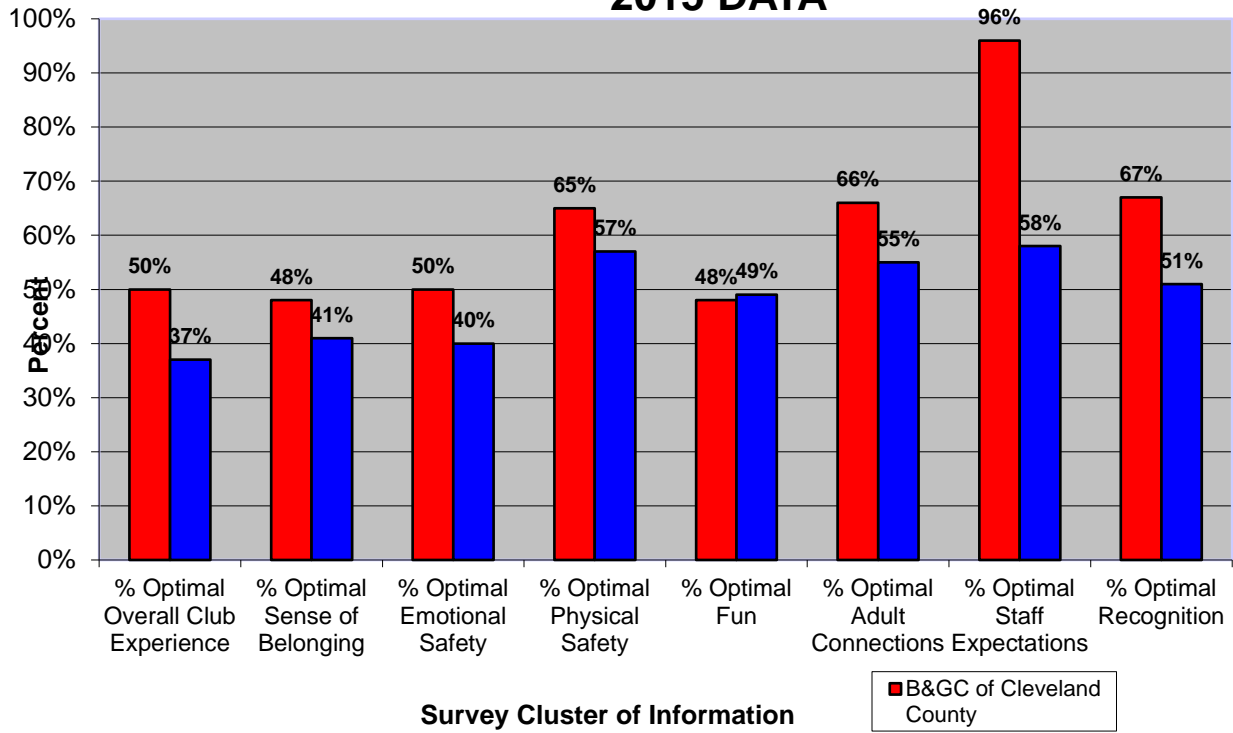
Step 8: Rotate – Keep the board fresh and avoid burnout. Make room for new members. Use committees to rotate roles and duties of members, and invoke term limits.

Step 9: Celebrate – Recognize small and large accomplishments. Acknowledge service through BGCA's National Service Recognition Awards program.

11.3 Program Development

- National Youth Outcome Initiative Survey given to over 165,000 youth. Club participated in survey. Survey given online to children 9 years old and above. The Club had 41 children take the survey.
- Of the different categories reported, the Club scored higher than national average in seven of eight categories.

BGCA National Youth Outcome Initiative 2015 DATA



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