

2018

A Nonprofit Board Development Plan for the Cleveland County Abuse Prevention Council

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Consultancy Project Executive Summary

Organization:	Gardner-Webb University School of Education
Project Title:	A Nonprofit Board Development Plan for the Cleveland County Abuse Prevention Council
Candidate:	Barbara Bass Romich
Consultancy Coach:	Dr. Jeffrey Hamilton
Defense Date:	November 6, 2018
Authorized by:	Cathy Robertson, Executive Director of the Cleveland County Abuse Prevention Council

Amendment History

<u>Version</u>	<u>Issue Date</u>	<u>Changes</u>
<Version 1>	9/5/2018	Initial version.
<Version 2>	9/25/18	Corrections in grammar, add acknowledgements

Approval

This consultancy project was submitted by Barbara Bass Romich under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

Dr. Jeffrey Hamilton, Faculty Advisor
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Date

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I would like to thank Cathy Robertson, Executive Director, and the Board of Directors of the Cleveland County Abuse Prevention Council for their support and willingness to try a new way of doing business. Especially, I would like to thank the executive committee – Mr. Mark Greene, Chair; Dr. BJ Zamora, Vice-Chair; and Mrs. Kathy Scott, Finance Chair for their support and advice during this project.

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Abstract

A Nonprofit Board Development Plan for the Cleveland County Abuse Prevention Council. Romich, Barbara Bass, 2018, Consultancy Project, Gardner-Webb University, Digital Commons/Nonprofit Board Development/Nonprofit Governance Boards/Nonprofit Support Boards/Effective Nonprofit Boards/Casey Foundation Board Capacity Survey

The purpose of this consultancy was to assist in the transformation of the Cleveland County Abuse Prevention Council (CCAPC) from a director-led organization (governance model) to a board-directed (support model) organization through the development of an active, effective Board of Directors. The mission of CCAPC is, “to serve as a bridge between being a victim to becoming a survivor of domestic violence, sexual assault and homelessness through the provision of safe shelter, advocacy, support services, and preventive education.” After 4 years of securing grants, loans, and private donations through a “Building Hope capital campaign,” CCAPC was poised to break ground on a new facility that would house both the administrative staff and shelter residents in one location. In the fall of 2016, the Board of Directors was faced with dwindling Board membership and no plan for raising the funds needed to finish the interiors and furnish the new facility. Recognizing that grants rarely cover interior finishes or furniture, the Board of Directors embarked on a “Building Hope Phase II” campaign to raise the funds needed. Based on data derived from the Casey Foundation’s Nonprofit Board Capacity Survey and a SWOT analysis, CCAPC created a strategic plan for its Board of Directors. Utilizing a board development model that emphasized active, involved members who focused on resource development beyond grants and government funds, the Board shifted from a “policy” governance board to an effective, “support” board that assisted in fundraising and served as ambassadors to the community (Masaoka, 2011). The goal was to develop an effective Board of Directors that would create a strategic plan for the long-term financial and programmatic sustainability of the organization. This was accomplished through the creation of active board committees focused on adding new members (nominating committee), community awareness (communications committee), and resource development (fundraising committee). Over a 24-month period, the CCAPC Board expanded from seven active members to 17 members; created a new website, logo, letterhead, and capital campaign documents; and expanded funding resources beyond state and federal grants by \$230,000 to complete Phase II of the capital campaign. The new CCAPC facility opened in June 2018.

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1 Introduction

1.1 Project Purpose

Background Information:

The Cleveland County Abuse Prevention Council (CCAPC) was founded in 1984 by a group of six volunteers who provided crisis response and transportation for victims of domestic violence. In 1985, they formed a 501c3 and received funding to hire an Executive Director, purchased a residential shelter, and started a crisis hotline. In 1994, they opened an office in the Cleveland County courthouse to provide court advocacy services. In 1997, CCAPC expanded in-house services to include counseling for victims of domestic and sexual violence by a Licensed Professional Counselor. In 1999, CCAPC expanded to offer nonshelter crisis services 24 hours a day on site at Cleveland County medical facilities. In 2011, CCAPC began the Building Hope Capital Campaign to raise funds for new administrative offices and shelter for victims of domestic violence, sexual assault, and homeless women and children in one central location. Full funding for construction was obtained, and the agency broke ground on the new facilities in late 2016.

Challenges:

The central problem at CCAPC is one of growth. The Board of Directors had several long-time members leave, and they had not been strategic in filling those positions. They had allowed all the work to fall on the shoulders of the Executive Director and they had “rubber stamped” everything she presented. In the summer of 2016, the CCAPC Board learned that no funds had been raised to finish the interiors and furnish the new facility. Since few grants provide funds for these purposes, the Board embarked on a new fundraising initiative called “Building Hope” Phase II to raise funds and in-kind donations to complete the project.

Nonprofit boards are critical to the success of an agency. Effective boards are associated with organizations that tend to perform better in terms of both fiscal performance and perceptions of organizational effectiveness from outside stakeholders. “The need for governing boards to be informed, engaged, and effective has never been greater. Increasing competition for resources, greater organizational complexity and sophistication and the potential of external regulation drive the need for high-quality board members” (Brown, 2007, p. 301). With most nonprofit boards consisting of community-based volunteers, the need to nurture and attend to volunteer leadership development is crucial. Nonprofit board governance literature encapsulates this responsibility of nurturing and strengthening the board under board development. “This entails recruiting and selecting future board members, orienting new members, and

evaluating the performance of the board overall and members individually” (Brown, 2007, p. 302).

The Purpose of Consultancy:

The purpose of this consultancy was to assist in the transformation of CCAPC from a director-led organization (governance model) to a board-directed (support model) organization through the development of an active, effective Board of Directors. The goal was to develop an effective Board of Directors that would create and implement a strategic plan for the long-term financial and programmatic sustainability of the organization. This was accomplished through the creation of active Board committees focused on adding new members, community awareness, and resource development.

1.2 Associated Documents

1. DEOL Consultancy Defense Presentation

1.3 Project Plan Maintenance

The project plan was implemented by the Board of Directors at the annual strategic planning meeting in August 2017. With the creation of committees with defined duties and setting up an annual calendar of events, the Board of Directors began Phase II of the Building Hope Capital Campaign to finish and furnish the interiors of the new shelter and administrative office spaces.

- The Board set an annual strategic plan and calendar of events to support programs and staff.
- Committees report monthly to the Board on progress
- The annual Board retreat reviews progress and sets the direction for the following year.

2 Project Scope

This section provides an overview of the project's objectives, both from the partnering organization's perspective and from the student's perspective. The key success criteria and major risks are highlighted.

2.1 Outline of Partnering Organization's Objectives

2.1.1 Objectives

Objectives of CCAPC focused on these outcomes:

- Creation of an annual planning process to set the goals for both the Board of Directors and for the programming and staff of the agency
- Create a Board development process that includes:
 - Development and implementation of active committees with clearly defined roles
 - Expansion of the Board and implementation of an onboarding process for new members
 - Create annual committee plans to support the work of the agency based on annual goals
 - Increase financial resources beyond state and federal grants

2.1.2 Success Criteria

The Strategic Plan of 2017 focused on

- Creating active, functioning committees to increase Board involvement.
- Expanding and educating the Board on member expectations and CCAPC programming
- Expansion of financial support beyond state and federal grants with responsibility shifting from the Executive Director to the fundraising committee
- Meeting the goals on the Phase II Building Hope Campaign
- Implementing an annual communication/awareness plan that complements the other committees
- Recruitment of new, active Board members with specific skill sets
- Creation of a Board planning process

2.1.3 Risks

Risks of this project for CCAPC were minimal. There had not been any board development activities in recent memory, and membership dropped to seven active members in the fall of 2016. CCAPC was more at risk by not participating in a board development process.

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 a focus on board development. The major objective was to transform the Board from a policy-making, director-led organization to a board-directed organization with active, functioning committees that would sustain the organization over time.

2.2.2 Success Criteria

The success of the project was based on progress achieved on the two major objectives:

- Objective I. Create a strategic planning process with short- (1 year) and long-term (3 year) goals for CCAPC
- Objective II. Create an Effective Board through a board development process

2.2.3 Risks

The risks for CCAPC were greater if they had not implemented the project. Faced with dwindling Board membership and no plan for raising the \$100,000 needed to complete Phase II of the Building Hope Capital Campaign, the Executive Director needed an active Board to assist with fundraising and resource development. Without assistance, it was unlikely there would be funds to finish and furnish the new shelter after it was completed. This would have delayed occupancy and created a huge financial burden on the agency as it tried to pay three mortgages – one for the new shelter, one for the old shelter, and one for the administrative office building.

2.3 Definitive Scope Statement

The purpose of this consultancy was to assist in the transformation of CCAPC from a director-led organization (governance model) to a Board-directed (support model) organization through the development of an active, effective Board of Directors. This was achieved by the creation of committees for resource development, communications and awareness and expansion of Board membership.

3 Deliverables

3.1 To Partnering Organization

List all the formal deliverables to CCAPC:

- Functioned as the Board secretary and provided minutes from all meetings and the Board retreat to the Board monthly (Fall 2016-present)
- Provided a SWOT analysis for the Board retreat (Summer 2017)
- Scored and analyzed a Board Organizational Capacity Survey for the annual retreat (Summer 2017)
- Created and maintained donor lists for the fundraising and communications committees (Fall 2016-present)
- Served as a Board liaison to the members and the executive director through emails, phone messages, and personal contacts (Fall 2016)
- Researched and wrote a Contingency Fund Policy for the agency (Spring 2018)

3.2 From Student

The Consultant performed the following tasks throughout the project:

- Provided and analyzed a SWOT and the Casey Foundation Organizational Capacity Tool in preparation for the Board retreat
- Developed the agenda and facilitated the Strategic Planning process for the Board retreat with the executive committee and the Executive Director based on the SWOT and Casey Board Development Survey
- Facilitated meetings and worked with committee chairs to ensure committees were communicating with each other and on task
- Served as the Board secretary and kept minutes and provided clerical assistance to the Board
- Researched and wrote a Contingency Fund Policy for the agency

4 Project Approach

4.1 Project Lifecycle Processes

Over the course of the project the following activities occurred:

- September 2016, the Board met with the staff to create five program goals for the year.
- December 2016, the Board updated all the logos, letterhead, fundraising brochures, and literature and signage for the organization in preparation for Phase II – Building Hope Campaign.
- Fall 2016 and Spring 2017, the Board met with local nonprofit leaders to explore board development and fundraising processes needed to support a capital campaign.
- September 2017, the Board held its first retreat to address findings from the SWOT and Board Capacity surveys taken earlier in the summer.
- Three committees were formed to address weaknesses and threats to the agency:
 - Fundraising
 - Communications/Marketing
 - Nominating
- Committees met and developed an annual calendar of events and activities to support Phase II of the Building Hope Campaign.
- Winter and Spring 2018, the Board sent campaign requests, held a ribbon cutting ceremony, held open house/facility tours of new shelter and administrative offices, and moved administrative offices.
- Summer 2018, the new facility was opened to clients.
- August 2018, the Board reviewed the work of the committees and set plans for next year.

4.2 Project Management Processes

The Project was managed by CCAPC's Executive Committee (including the executive director) and the Board at the monthly meetings. Each committee reports to the Board monthly. Annually, at the Board retreat, the priorities and committee responsibilities were created and implemented for the next fiscal year.

Project management was closely tied to the development and implementation of the two project Smart goals: the development of an annual strategic planning process for both the program and the Board and the use of board development and training opportunities to move from a policy (governance) Board to an active, effective (support) Board. Goals were set annually, and specific goals were discussed each month at the regular Board meetings through committee reports. Issues that presented risks were thoroughly investigated by ad hoc groups from the Board, and solutions were presented at regular Board meetings.

4.3 Project Support Processes

The North Carolina Council for Women, a major state funder, provides all domestic violence and sexual assault prevention agencies with support through phone consultation and a board development manual.

The Executive Committee of CCAPC functioned as the conduit for information provided to the Board and committees.

The Executive Director and the consultant worked with committees monthly to assist in communication within the organization.

5 Communications Plan

At the heart of every abuse prevention agency is awareness. Communication is the key to running a successful nonprofit, and CCAPC works hard to keep the community informed. The communications plan addresses the various stakeholder groups through awareness activities that include social media, news stories, events, and fundraisers throughout the year. Below are a list of stakeholders and the communication plan for each.

STAKE-HOLDERS	INFORMATION SHARED	REASON NEEDED	TIMELINE	WHEN SHARED
Board of Directors	Progress on program and committee goals. Funds raised.	To make informed decisions about program, funding and agency status	Started Fall 2016-present	Monthly Board meetings
Staff	Progress on Building Hope Capital Campaign, support for agency programs	To keep open communication regarding programmatic and agency plans	Started Fall 2016-present	During weekly staff meetings
Donors	<ul style="list-style-type: none"> - Information on services and numbers served annually - Information on new facilities 	<ul style="list-style-type: none"> - Awareness of the needs and how they can help - Recognize and thank them for their support 	Started Fall 2016-present	<ul style="list-style-type: none"> - Phase II campaign literature - Open House invitations - Thank your responses -Social media -Events
Potential Donors	-Information on numbers served and needs of the community	To identify new supporters of CCAPC both financially and as a volunteer	Started Fall 2016-present	<ul style="list-style-type: none"> -Board member contacts - Building Hope Phase II capital campaign mailings -Events -Media
Community Service Partners and Elected Officials	Needs of the new shelter Success stories	<ul style="list-style-type: none"> -Provide awareness of domestic violence and sexual assault in Cleveland County area -Solicit financial support for the agency 	Started Fall 2017-present	<ul style="list-style-type: none"> Meetings with state and local government officials Open House for local providers, churches, hospital, medical staffs, government officials, social service agencies News media and websites

6 Work Plan

6.1 Work Breakdown Structure and Timeline

October – December 2016

- Completion of Phase I – Building Hope Campaign, secured all financing and bank loans needed to build the new shelter
- Awarded building contract – Ground-Breaking on new shelter
- Met with local nonprofit leader to help Board understand the roles of an active board
- Met with a fund development expert to assist in the development of Phase II – Building Hope Campaign that included all interior furnishings, room naming opportunities, appliances, and outdoor space needs
- Contracted with a marketing agency to assist in the development of new logos, letterhead, and Phase II donor information including a donor address list and a brochure with multiple donor opportunities

January – March 2017

- Reviewed the by-laws and policies and procedures manual – identified the need to establish committees
- Amended by-laws to include the expansion of the Board from 15 members to 20 members
- Developed a Board member contract
- Created a plan for Phase II – Building Hope Campaign to secure funding and donations to finish and furnish the new shelter that addressed various stakeholder groups
- Created an annual calendar
- Set up fundraising opportunities for 2017

April – June 2017

- Implemented several fundraising and awareness activities
 - Sexual Assault Awareness Walk (April)
 - Selling memory/honor brick pavers for new shelter (April -present)
 - Sold discount tickets and held fundraiser at Grizzlies Baseball Game (June)

Implementation of the consultancy project:

July – September 2017

- Held agency strategic planning retreat for program goals with staff – set fundraising as the key goal of the Board of Directors
- Surveyed the Board using the Casey Foundation Board Capacity Tool and held a Board strategic planning retreat to establish committees and annual event calendar that includes goals for fundraising and communications

- Added three new members

October – December 2017

- Created three committees: Fundraising, Communications, Membership and established goals for each- identified chairs and each Board member chose committee(s) to work on
- Held a BBQ fundraiser during Domestic Violence Awareness Month (October)
- Created and mailed a holiday donation request
- Met with local and state lawmakers to secure undesignated funds
- Added one new member

January – March 2018

- Sent invitations to stakeholder groups for multiple open houses
- Began marketing the sale of the old shelter and Raymer House (administrative building)
- Communications Committee began revamping agency webpage and other social media utilizing new logos
- Added one new member
- Moved administrative offices to new facility

April – June 2018

- Continued to provide shelter tours and solicit donors
- Moved residents into new shelter
- Planned and held a “Welcome Summer!” fundraiser
- Added one new member
- Set up Board orientation meetings
- Identified some issues with how finances are provided to the Board

7 Milestones

Milestone number	Organizational and Project Milestones by Goal	Completion Date
	Develop a Strategic Plan	
1	<ul style="list-style-type: none"> Establish an annual Board retreat date and agenda 	8/16, 9/17
2	<ul style="list-style-type: none"> Establish an annual Agency-wide Strategic Planning retreat focused on staffing, funding and programmatic agendas for the year with staff 	8/16, 9/17
3	<ul style="list-style-type: none"> Create and Set the Board Committee priorities and establish annual calendar of events 	9/17
4	<ul style="list-style-type: none"> Evaluate the Executive Director 	11/16, 11/17
	Create a Board Development Process	
1	<ul style="list-style-type: none"> Review the by-laws and mission of CCAPC annually 	1/16, 1/17, 1/18
2	<ul style="list-style-type: none"> Develop Committees based on needs of the organization 	9/17
3	<ul style="list-style-type: none"> Evaluate Board member satisfaction and effectiveness annually (individually or by committee) 	7/17
	Create Committee Annual Plans	
	Fundraising Committee:	
1	<ul style="list-style-type: none"> Created an annual plan for fundraising activities 	8/16, 9/17
2	<ul style="list-style-type: none"> Created and implemented Phase II of the “Building Hope” capital campaign to raise funds for the furnishing of the new shelter 	11/16 to present
3	<ul style="list-style-type: none"> Created an official fundraising committee with chair 	9/17 to present
4	<ul style="list-style-type: none"> Worked with local politicians and community leaders to raise financial support for CCAPC – approached individuals and businesses for financial support – raised \$230,000 of non-grant monies 	6/18
	Communications Committee:	
1	<ul style="list-style-type: none"> Created an annual plan for supporting the agency and the fundraising committee with awareness initiatives 	9/16 to present

2	<ul style="list-style-type: none"> Redesigned the logo, letterhead and signage for the agency 	10/16
3	<ul style="list-style-type: none"> Assessed and redesigned the social media of the agency (website, Facebook, twitter) 	1/18
4	<ul style="list-style-type: none"> Created a donor list, donor tracking system and acknowledgment system 	10/16 to present
5	<ul style="list-style-type: none"> Created a Board member library of nonprofit information 	4/18
Nominating Committee		
1	<ul style="list-style-type: none"> Created a nominating committee with a chair 	8/17
2	<ul style="list-style-type: none"> Created a Board member contract that defines the role of a Board member 	12/17
3	<ul style="list-style-type: none"> Created an onboarding “packet” with information about the agency based on skills needed from a new Board member 	11/17 to present
4	<ul style="list-style-type: none"> added eight new Board members for a total of 17 members as of April 2018. 	5/18

8 Metrics and Results

Methods and Participants:

All members of the present Board of Directors of the CCAPC were invited to complete two surveys in the summer of 2017. They were instructed to complete the Casey Foundation Organizational Capacity Assessment (Foundation, 2017) online or to request a paper copy. Of the 10 board members, eight completed the survey. They were also given a SWOT analysis to share their perceptions of specific questions about the strengths, weaknesses, opportunities, and threats to the organization. Only seven completed the SWOT analysis.

Measures:

The Marguerite Casey Foundation Organizational Capacity Assessment Tool (Foundation, 2017) is a self-assessment instrument that helps organizations identify capacity strengths and challenges and establish capacity building goals. It rates organizations on variety of capacity elements. These elements are clustered into four dimensions of nonprofit organizational capacity:

1. Leadership: the capacity of organizational leaders to inspire, prioritize, make decisions, provide direction, and innovate
2. Adaptive: the capacity of a nonprofit organization to monitor, assess, and respond to internal and external changes
3. Management: the capacity of a nonprofit organization to ensure the effective and efficient use of organizational resources
4. Operational: the capacity of a nonprofit organization to implement key organizational and programmatic functions

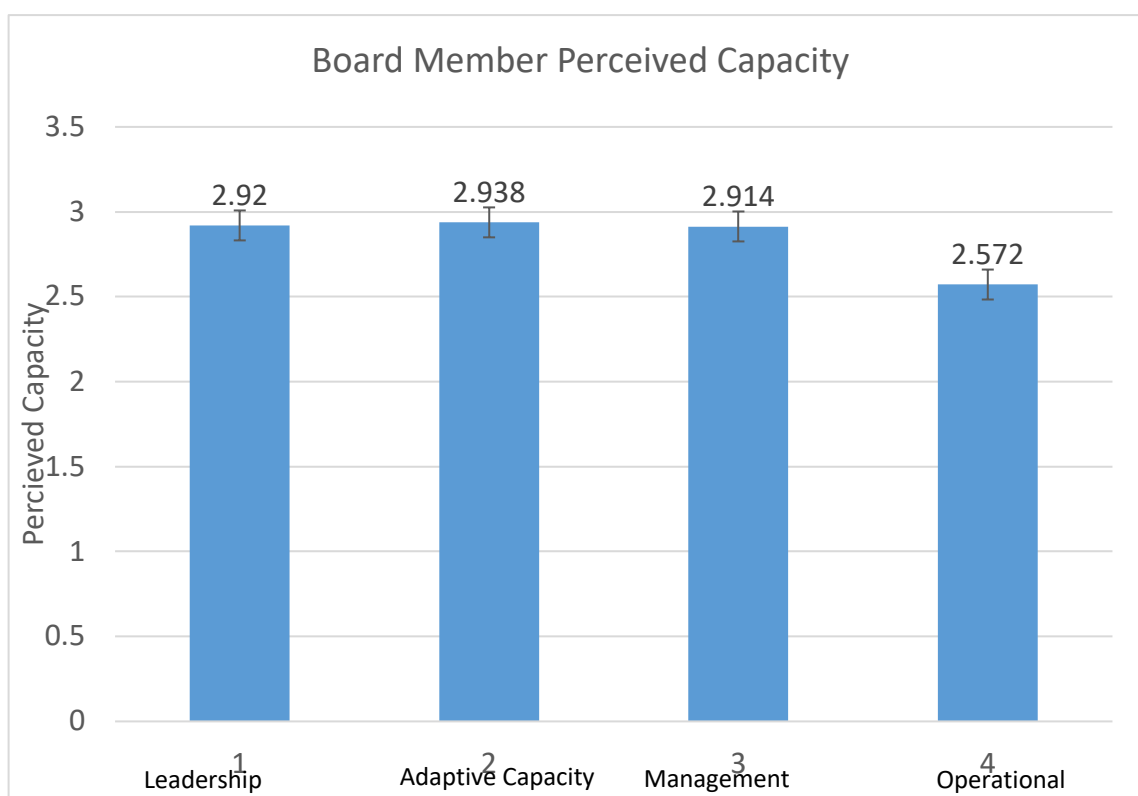
The 59-item questionnaire measures specific elements (such as staffing) on four levels. Level one is “no or very little” capacity, level four is “extensive” capacity. Board members chose the level that most reflected capacity at the present time (Foundation, 2017). This tool has been modified to assist nonprofits in establishing baseline information on organizational capacities on a variety of dimensions related to board effectiveness. For each element, board members were to identify the description that best describes the organization’s status or level of performance. Instructions included the caveat that “you are likely to discover that, for some elements, your organization’s capacity will not fully match any of the descriptions; in these instances, simply identify the description that is most suitable for your organization. It is better to underestimate rather than overestimate your organization’s capacity in a particular area.”

The SWOT is a self-assessment designed to identify the strengths, weaknesses, opportunities, and threats facing an organization at the present time. Utilizing open-

ended questions, participants identify and list traits and capacities of a specific organization to assess what is working well and what needs attention. Mainly used as a planning tool, it assists companies and organizations in the development of strategic plans.

Results:

The Organizational Capacity Assessment Tool generated mean data on 59 different items clustered in four dimensions of nonprofit organizational capacity. Of the four dimensions (Leadership, Adaptive, Management, and Operational) Operational Capacity had the lowest mean score (2.57). The other three dimensions were all clustered together ranging from 2.91 to 2.93. See chart below.



Analysis of the 59 individual items helped differentiate the strengths and weaknesses of capacity by the four categories of capacity (see chart above). Further analysis of individual questions revealed strengths and weaknesses of the agency capacity as perceived by the Board of CCAPC (see below).

The highest capacity item scores ranged from 4 to 3.4 on the Capacity survey.

Category	Specific Questions	Average Score
1.05	Shared Beliefs & Values	3.4
1.10	CEO/ED Organizational Leadership/Effectiveness	3.4
2.06	Program Growth Replication	3.5
1.09	CEO/ED Experience & Standing	3.6
3.09	Financial Operations Management	3.6
2.11	Partnerships & Alliances	3.75
1.01	Mission	4
2.08	Monitoring of Program Landscape	4
3.04	Shared References & Practices	4

The lowest capacity item scores ranged from 1.2 to 2.25 on the Capacity survey.

Category	Specific Question	Average Score
4.12	Buildings & Office Space	1.2
3.06	Funding Model	1.8
4.03	Fundraising	1.8
4.04	Board Involvement & Participation in Fundraising	2
4.05	Revenue Generation	2
1.06	Board Composition & Commitment	2.2
1.08	Board Involvement & Support	2.2
2.01	Strategic Planning	2.2
3.07	Fund Development Planning	2.2
2.13	Constituent Involvement	2.25

An analysis of the actual level parameters of the lowest five elements found that four of the five elements were in the Operational Capacity dimension and focused on funding sources and fundraising except for question 4.12 which pertained to facilities. This score will change when all CCAPC facilities consolidate into a new facility.

The SWOT analysis revealed both strengths and opportunities as well as challenges and weaknesses. See charts below.

Strengths listed by the Board of Directors:

- Known in community/good reputation

- Long service record to community
- Successful capital campaign
- Strong, committed leadership and staff
- Operate within our mission
- Good grant writing
- New shelter
- We own property/assets
- Have five goals identified for year

Weaknesses and Threats Listed by the Board:

There were 24 responses highlighted by Board members. The responses (some duplicated) were placed into five categories:

1. Board Policies and Procedures – 13 statements
2. Fundraising – 5 statements
3. Communications – 4 statements
4. Programming – 4 statements
5. Perceptions of Stakeholders – 4 statements

Combining the results of both the Capacity survey and the SWOT analysis and narrowing the results to focus on items related specifically to the work of an active Board, the following three areas of concern emerged:

1. Board Oversight Responsibilities
2. Size of the Board and specific expertise needs
3. Need for involved, functioning committees including nominating, communications, and fundraising

Discussion and Conclusion:

Overall results from both qualitative (SWOT) and quantitative (Organizational Capacity) assessments confirmed that CCAPC had many strengths in the areas of mission, programming, and stability over time. There was strong leadership with an Executive Director who had been with the organization over 10 years. The highest averages on the Organizational Capacity were in mission, Executive Director leadership, and financial integrity. The organization has been in existence since 1985 and has successfully closed a \$1.5 million capital campaign and moved into the new facility in March 2018.

Both the quantitative and qualitative data indicated the need for a board development process to be established. Through the Capacity Assessment measure, the Board identified minimal capacity (level 1-2) in the areas of fundraising and Board member participation, and the SWOT clarified details regarding specifically what members felt were the most crucial. Board members indicated that strengthening the policies and procedures around board attendance, board participation, and member contributions required attention. The size of the board was low, with the bylaws indicating up to 20 members but only eight regular members participating. All data indicated the need to

develop a process for identifying, orienting, and onboarding new members. There also needed to be ongoing member education so Directors are informed and comfortable with ongoing advocacy efforts as representatives of the agency.

There was no nominating committee, but there was consensus that this needed to occur. Members indicated that there was a need to identify new members with specific skill sets including legal, social media, and fundraising expertise. There was also a need for active, involved committees. There was a fundraising plan, but all Board members were expected to participate. The staff handle the website and advertising, but there was no committee of board members overseeing these activities. The data indicate that this was an area that needed improvement.

Overall, there was a strong consensus that CCAPC must focus attention on board development. They needed to establish a nominating committee and pursue members who are diverse and possess strengths in legal, fundraising, and social communications. They needed to develop an orientation process and manual, and they needed to increase the size of the board.

9 Risks, Constraints, Assumptions

9.1 Risks

Risk Description	Mitigation Plan (what to do to avoid the risk occurring)	Contingency Plan (what to do if the risk occurs)	Impact (what the impact will be to the project if the risk occurs)	Likelihood of occurrence (e.g., %, or high/medium/low)
Little Board responsibility for fundraising	Designate a committee of Board members	Seek new members with clear expectations	Added responsibility on the executive director- not enough financial resources to furnish and open the new facility	low
No contingency fund	Create new funding sources that are undesignated	Create a plan for funding a contingency account	Cash flow problems that continue to grow	high
Dependence on state and federal funding sources	Identify and pursue new sources for funding- diversify funding sources	Hold fundraising events and explore other funding avenues	Prevent/delay the opening of the new facility Staff job stability	medium
Low Board membership	Increase Board size	Identify skill needs of new Board members and approach community members with those skills	Existing member burnout	low

9.2 Constraints

Most of the constraints of this project were generated by the state and federal grant mandates or construction loans. For example, none of the building funds could be used to furnish the completed facility, so all funds had to be raised before the facility could be occupied. This caused several instances of cash flow issues throughout the course of the project. Another constraint on the project was the lack of any undesignated funds that could be utilized by the Board for fundraising. No state or federal funds can be used for marketing or

fundraising, and the Board did not have a budget separate from the programming budget.

9.3 Assumptions

There were several assumptions made during this process:

It was assumed that a Board-directed agency with involved, active members would be the best way to sustain the agency long-term.

It was assumed that the programming of the agency was successful, and Board involvement with staff and program was minimal.

It was assumed that the Executive Director was not solely responsible for fundraising beyond assistance with grants, representing CCAPC in the community, and working with government funders.

10 Financial Plan

The overall budget for this consultancy was minimal upfront; but as the organization continues to grow and the Board becomes more active in supporting the agency, costs will increase. Below are additional costs associated with both the strategic planning process and the board development process:

Strategic Planning Process:

The cost of holding a strategic planning process was minimal. In 2016, the Board provided food for the staff at the annual agency retreat through a potluck dinner. In 2017, the Board retreat and the annual agency planning meetings were held at a local restaurant's conference room, and Board members paid for themselves and staff members.

Board Development Process:

There were additional costs associated with the development of Phase II of the capital campaign "Building Hope" when it was determined that all agency flyers and logos were outdated and needed to be revised. There were several budget issues that needed to be addressed when committees became more active. In fact, the Board established a line item in the budget specifically for funding Board-related initiatives. Most of the added costs were associated with specific committees.

Communications Committee:

This committee did not exist at the beginning of the project. Since the creation of the committee, there have been several costs associated with its work. After determining that the social media was inadequate, the committee recommended an overhaul of the existing website.

- Website: monthly fees for management of website: \$35-\$100 per month
- Domain name: \$10-\$100 per year

Fundraising Committee:

The committee has worked closely with area experts on fundraising and capital campaigns; and through recommendations from them, added expenses have occurred.

- Agency logo, letterhead, stationary, business cards, signage was updated: \$5,000
- Postage, printing and mailings: \$2,000 annually
- Food for open houses: donated by Board members

11 Quality Assurance Plan

A Quality Assurance Plan, based on the Smart goals and objectives, was developed to track progress made on the consultancy. This assisted the CCAPC Board in the development of a planning calendar to ensure timely implementation and review of progress.

Strategies	MEASURABLE OUTPUTS	Timeline
I. Create a strategic planning process with short (1-year) and long term (3 year) goals for CCAPC	Minutes of Planning meeting: <ul style="list-style-type: none"> • Top 5 priorities for the next fiscal year: programmatically, staffing and financial • SWOT results and review 	8/17 retreat 9/17 Strategic Planning for Board and Program Completed 9/17
<ul style="list-style-type: none"> • Establish an annual Board retreat • Establish the staffing, funding and program agenda for the year 	Staff and Board member attendance rosters	Annual Board retreat is in August
<ul style="list-style-type: none"> • Review previous year's progress and adjust annual plan 	Minutes of annual retreat Staff reflections and participation	Strategic Planning Annual meeting is September
<ul style="list-style-type: none"> • Set the Board Committee priorities • Establish annual calendar of events 	<ul style="list-style-type: none"> • Committee priorities list generated from annual review minutes • Annual calendar of events 	Completed 9/17
<ul style="list-style-type: none"> • Evaluate the Executive Director • Evaluate program priorities annually 	<ul style="list-style-type: none"> • ED evaluation from Executive Committee • Monthly data reports from ED • Reports from Treasurer and auditors • Annual budget review 	December for ED May for budget planning Completed 2016, 2017

Strategies	MEASURABLE OUTPUTS	Timeline
II. Create a board development process		Anticipated completion by 9/18
• Review the by-laws and mission of CCAPC	Board minutes reflecting changes	8/17
• Develop Committees based on needs of the organization	Committee structure/duties reflected in Board minutes	9/17 Board retreat
	Committee members and Executive Committee officers list	9/16, 9/17
• Create committee strategic plans	Committee membership list Board member contracts signed	10/17 for Communications Committee 10/17 for Fundraising 10/17 for Nominating
	Shared calendar	Completion expected by 6/18
• Create an onboarding plan for the Board	<ul style="list-style-type: none"> List of needed Board positions Nominating committee minutes 	9/17
	Roster of nominations for Board consideration – Board minutes	Ongoing
	Identify and list gaps	
	List of Board members annually	
• Create a new member orientation process	Develop a Board orientation manual	Expected by 6/18
	<ul style="list-style-type: none"> List of committees and their duties Member expectations regarding volunteering and financial obligation- Board member contracts signed 	Completed 2/18
	• Copies of member solicitation and applications	Completed 1/18 ongoing

<ul style="list-style-type: none"> • Evaluate Board member satisfaction and effectiveness annually (individually and by committee) 	<ul style="list-style-type: none"> • Annual Board member evaluation from ED and Board Chair • Self-evaluation of satisfaction 	Completed 7/17 using Nonprofit Board Effectiveness Survey
Assess committee effectiveness based on review of strategic plan:	<ul style="list-style-type: none"> • Funds raised • Communications plan implemented • Articles/news • Awareness initiatives • Membership initiatives 	<p>Provided monthly in Board report</p> <p>Ongoing process</p>

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