A Non-Profit Board Development Plan for the Cleveland County Abuse Prevention Council

DEOL CONSULTANCY PROJECT EXECUTIVE SUMMARY
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NOVEMBER 6, 2018
Mission Statement:

Cleveland County Abuse Prevention Council serves 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.
WHY APC?

- Loss of Board members
- Governance Board only
- Over-dependence on state funding for sustainability – looming financial crisis

No long-term sustainability plan
The purpose of this consultancy was to assist in the transformation of the Cleveland County Abuse Prevention Council (APC) from a director-led organization (governance model) to a Board-directed (support model) organization through the development of an active, effective Board of Directors.
What are the issues and major concerns?

SWOT Analysis of APC threats and challenges

Casey Foundation Capacity Building Tool (a measure of Non-profit Board capacity)

The following three areas of concern emerged:

• Board Oversight Responsibilities
• Size of the Board and specific expertise needed
• Need for Involved, Functioning Committees including nominating, communications and fundraising.
Creating An Effective Board Through Committees

<table>
<thead>
<tr>
<th>Fundraising Committee</th>
<th>Communications Committee</th>
<th>Nominating Committee</th>
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</thead>
<tbody>
<tr>
<td>✓ Designed and Implemented Phase II of the Building Hope Capital Campaign</td>
<td>✓ Redesigned logo, letterhead, signage</td>
<td>✓ Increased Board membership bylaws from 15 to 20 members</td>
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<tr>
<td>✓ Approached individuals, businesses and non-grant based funding sources for support</td>
<td>✓ Update all social media including website, Facebook, and twitter</td>
<td>✓ Increased Board membership from eight active members to seventeen members</td>
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<tr>
<td>✓ Raised $230,000 to close</td>
<td>✓ Created a donor list, tracking system and acknowledgment process</td>
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APC Board Development Plan

Implementation Timeline

1. Planning
   • SWOT and Capacity Data Collected
   • Board retreat
   • Creation of committees

2. Create Agency Calendar
   Implement committee plan
   • Marketing/Awareness materials created
   • Phase II fundraising (BBQ, meet with government reps)
   • Board member additions

3. Plan for Open Houses/Funding
   • Set up capital campaign
   • Created donor lists
   • Put old facilities on market
   • Revised social media

4. Grand Opening
   • Administrative staff move to new facility
   • Capital campaign ongoing
   • Board member additions
   • Fundraiser planning

5. Phase II complete
   • Clients move to new facility
   • Sale of old facilities
   • Welcome Summer! Fundraiser
   • Raised $230K

Start

Jun
Q1

Jul
Q2

Aug
Q3

Sep
Q4

Oct

Nov

Dec

Jan

Feb

Mar

Apr

May

Jun

Jul

2017-18 APC Consultancy
Barbara Romich
Lessons Learned:

1. Change takes time – a LOT of time.
2. For non-profit Boards, “the sum of its parts IS greater than the whole”.
3. Non-profit leadership is 100% adaptation!

#1 Takeaway: Every nonprofit Board should take time annually to assess their effectiveness and celebrate their successes.


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.

I would like to thank my Gardner-Webb University “family” for their support and encouragement. This includes my professors, my cohort members and my graduate assistantship supervisors in the Godbold School of Business.

I would like to thank my family and friends for their encouragement and support as I pursued my #1 bucket list achievement – a doctoral degree.