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Governance to Growth, Nonprofit Vocational Rehab

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Consultancy Project
Executive Summary

Organization:	Gardner-Webb University School of Education
Project Title:	Governance to Growth, Nonprofit Vocational Rehab
Candidate:	Sheldon L. Gathers
Consultancy Coach:	Dr. Jeffrey Hamilton
Defense Date:	July 11, 2019
Authorized by:	Jeff Hamilton, Ed.D.

Acknowledgements

I would like to acknowledge and thank GOD almighty, the alpha and omega for giving me the strength, aptitude, and resilience to successfully complete this doctoral program. Without him, none of this is possible. To my father Esau Gathers Sr., WW2 Veteran, Korean War, Retired USAF, husband of 52 years, father of eight boys, thank you for instilling in me the importance of education. You are the greatest hero and role model anyone could ask for. You always said, that if I ever get this head on me, I would be something. Your baby boy is a work in progress, still trying to be something. To my mom Lucille Earline Gathers, thank you for all the morals, values, and discipline you instilled in me. Thanks for allowing me to draw upon your spirits. I love and miss you both and hope to make you proud someday. To my wife Regina, the love of my life. Thanks for your prayers, patience, and encouragement. To Jalen and Jazmin, my wonderful gifts from above, I pray that you embrace learning as a daily habit and that you continue to grow and adapt. Set your sights very high. It is never too late to start or finish your goals. To my brothers, Esau Jr, Ronald, Master Wahoo, Frederick, Carl, Aubrey, and Emery, I thank GOD for the relationships and bond that we have. Thank you for looking out for your little brother over the years. I really appreciate all the life lessons and examples you have given. I will always be here for you. To my 50 nephews and nieces, our legacy is strong. Continue to raise the bar and pursue your purpose and destiny. To my peeps in the Old Village, I stand upon the shoulders of our historic community and I will continue to strive to uplift humanity and our community. Better than good is what we are. Great we will become. To Gardner Webb University, I am thankful for the Christian faith-based community that fostered a nurturing environment.

Having the freedom to pray and openly express your faith is necessary for learning and development. To my German Shepherd and best friend Prince, I love and appreciate you being there with me through the thick and thin.

Amendment History

Version	Issue Date	Changes
1	6/5/19	Initial version.
2	6/18/19	Formatting and revision of references
3	6/23/19	Page number changes, formatting,

Approval

This consultancy project was submitted by Sheldon L. Gathers under the direction of the persons listed below. It was submitted to the 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.

_____ _____

Jeff Hamilton, Ed.D., Faculty Advisor
Gardner-Webb University

Date

_____ _____

Stephanie Oliver, Site Advisor
Cleveland Vocational Industries, Inc.,
Director of Human Resources

Date

Abstract

Governance to Growth, Nonprofit Vocational Rehab. Gathers, Sheldon L., 2019: Consultancy Project, Gardner-Webb University

The purpose of the Consultancy Project was to help move the organization forward as they stabilized their operations. The nonprofit is a vocational rehabilitation facility located in the southeastern United States. The pseudonym is "Better than Good," referred to as BTG. Their mission is to provide employment and training opportunities for individuals with barriers to employment. Better than Good has been in existence for 30 years and has experienced some operational and fiscal challenges the last few years. As a result of the challenges, all the energy and focus by the Board of Directors and staff was placed on governance and oversight.

The primary objective was to understand the organization's brand value and provide the board and executive leadership with tangible solutions that could be implemented in the short term, while helping to transform them into a sustainable culture of growth and development. The consultancy focused on several areas including board policy review, committee structures, resource development, fundraising, and business partnerships. The challenges of executing the consultancy project included transforming the board from governance to development through the implementation of policy changes and new standing committee structures. Identifying financial resources for a new staff member to focus on community resource partnerships was also a challenge.

While challenging, the results of the consultancy project included several successes, including the hiring of a community resource officer to focus on resource development and business partnerships. A grant writing resource was also identified to assist with with state and federal grants and the development of an annual fundraiser. The success of the project has been quantified by the organization to have a forecasted year one impact of ~ $150k and a 3-year impact of ~ $600k.

Keywords: nonprofit, vocational rehabilitation, board policy review, resource development, governance, grant writing, governance

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1 Introduction

1.1 Project Purpose

The purpose of the consultancy project was to assist Better Than Good (BTG) with their ability to grow and serve out their mission. This involves having actionable strategies that involve all stakeholders. The project focused on the execution of a marketing plan and having the board of directors play an active role in transforming from oversight and governance to fundraising and development.

The objective of the project was to assist with the transformation of structural and behavioral changes that will allow the organization to grow and attract business partners and clients to fulfill their mission to provide employment and training opportunities for individuals with barriers to employment. A barrier is defined as anything that limits a person's ability to obtain and maintain employment.

1.2 Associated Documents (Appendix)

1.2.1 Change Process Model Used
1.2.2 BTG Mission and Vision Statement
1.2.3 Strategic Plan
1.2.4 Board Member Contract

The purpose of the consultancy project was to help transform BTG from an organization primarily focused on governance and finances to an organization that can grow and develop their core mission.

1.3 Project Plan Maintenance

BTG hired a new Executive Director in 2015 who developed a strategic plan to ensure that their fiscal stability was sound to provide a solid foundation that the organization could build upon. This plan included looking at all areas of operations, including finances, staffing, business partnerships, resources, and technology to achieve the short- and long-term plans.

How was plan implemented and maintained?

- Executive Director developed and presented plan for approval from Board of Directors.
- Board of Directors provided feedback and unanimously approved the strategic plan.
- The strategic plan was shared with staff and implementation began with timelines for execution.
- The plan was regularly reviewed in staff meetings monthly and adjustments are made if needed to goals to insure execution.
- The Executive Director provides an update and report monthly to Board of Directors and staff regarding the measurable deliverables.

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

BTG urgent priorities:

- Insuring the stability and sustainability into the future
- Improved fiscal mismanagement and operational excellence
- Balance of board governance and resource development
- Transforming board from governance to resource development
- Resources to hire community resource staffing
- Updating and improve the functionality of the website
- New grant writing opportunities to enhance revenue
- Helping to fully maximize their community brand value

2.1.2 Success Criteria

- Enhanced Brand Value of BTG
- Board member policy changes with role clarity and contract
- New standing committee for development and fundraising
- Development of annual fundraising event
- Staff resources dedicated to development of community resources
- Implementation of new website
- Successful completion of audit
- Identification of grants and grant writing resource

2.1.3 Risks

- Culture is entrenched; staff, board and leadership reluctant to change
- Financial problems too severe and require only operational focus
- Resources not available to staff community development employee
- Unable to identify new staff for community development position
- Current board members unwilling to commit to fundraising
- Current mix of board members not suited for development
- Ongoing audit is unfavorable and limits grant writing abilities
- Website is not user friendly and has limited functions

2.2 Outline of Student's Objectives

2.2.1 Objectives

The objective of the project was to provide an objective external perspective of the organization and leverage their strong legacy years to explore new ways to stabilize the organization for the next 30 years. The primary objective was to understand the organization and their brand value and provide the board and

executive leadership tangible solutions that could be implemented in the short term while helping to transform them to a sustainable culture. The project assisted with board policy review and made recommendations for committee structure and commitments.

2.2.2 Success Criteria

- Board members and staff willingness to change and transform
- Board members engaged in development and resource contributions
- New board member contracts highlighting meaningful contributions
- Establishment of annual fundraising event
- Hiring of dedicated staff to engage community resources
- BTG highlighting their brand value in the community
- New community partnerships developed
- Successful financial audit
- BTG actively applying for grants
- New functioning website with capabilities to receive contributions

2.2.3 Risks (Mitigation Plans, 9.1,9.2,9.3)

- The current leadership and board members for the last 2 years were focused on operational efficiencies to ensure the long-term survival of BTG given the financial challenges of the organization.
- Transforming the organization from governance to development requires a shift in mindset and culture. It is not as easy to simply flip a switch and change focus, given the severity of the situation.
- There was the risk and challenge of wanting to go slow or take a wait and see approach relative to embracing change; however, the leadership recognized to secure and sustain the organization change is inevitable.

2.3 Definitive Scope Statement

The consultancy helped BTG maximize their brand value and transition from an organization that has been focused internally and primarily on operations and financial stability to an organization that can externally leverage community resources and partnerships, to grow and live out their mission “to provide opportunities and training for people with barriers to employment.” The project scope includes

- Review of Board of Directors Bylaws
- Standing Committee Recommendations
- Development of Board Member Contract
- Identifying Grant Writing Resources
- Identifying Community Relations Staff Resources
- Identifying Resource Partnership Opportunities
- Review and Update of Website
- Design and Development of Annual Fundraiser

3 Deliverables

3.1 To Partnering Organization

Task	Who
Website Design and Update	Website Committee
Website Update	Committee & Volunteer
Review name, brand, logo, tag line	Committee & Volunteer
Website Implementation	Website Committee
Identify Fundraising Ideas & Opportunities	Board & Consultant
Decide on Fundraising Initiative	Board & Consultant
Identify Staff for Community Relations	H.R. Director & Consultant
Develop Fundraising Plan	Volunteer
Present Fundraising Event to Board	Committee & Volunteer
Review of Board of Directors Bylaws	Volunteer & Attorney
Develop Board Policy Recommendations	Volunteer & Attorney
Identify Grant Writing Resource	Volunteer
Identify Business Partnership Resource	Volunteer
Hiring of Staff for Community Relations	H.R. Director
Initial Fundraising Event	Fundraiser Committee
Review Learnings from Fundraiser	Committees
Celebrate Successes Recognize Reward	Committee, Board & All

3.2 From Student

- The project provided input on website development and launch.
- The project developed a golf fundraising plan for launch and execution.
- The project reviewed Board of Directors Bylaws and made several change recommendations including standing committees & meaningful contribution language.
- The project sourced and identified partnership opportunities.
- The project sourced and identified grant writing resources.

4 Project Approach

4.1 Project Lifecycle Processes

The overall approach to the project involved the following monthly and quarterly routines that provided that engaged leadership, staff, and board members who provided feedback and vital insights into the culture and issues facing the organization.

- Quarterly meetings at on-site locations provided an opportunity to understand the operations and engage staff as they worked with the clients and customers they served.

- Quarterly meetings at headquarters location with Executive Director and H.R. Director were structured and heavily focused on tasks and deliverables.

- Board meetings were held monthly and provided the opportunity to engage with members and provide updates on the project and receive valuable feedback directly from members.

- Conference calls were also a medium that allowed for conversations with various third-party business partner relationships and additional community resources that contributed to deliverables being executed.

- The project was split into the following phases:
  - Fundraising Event Development,
  - Board Members Bylaws, Policy Review,
  - Sourcing Community Relations Staffing,
  - Grant Writing Resources,
  - Business Partner Development, and
  - Development of Website.

- Individual reviews of brand value in the community were done by collaborating with Executive Director and Director of Human Resources and by speaking with various stakeholders in the community.

- The project leveraged the expertise and prototype of a four-star golf course to recommend best practices to design the golf tournament fundraising event the organization selected for their annual fundraiser.

- Input was consistently requested and received throughout the project by engaging leadership in the above manners. This approach was very efficient and effective for leadership to provide input and feedback.

4.2 Project Management Processes

Monthly board member meetings along with quarterly task meetings with the Executive Leadership provided the forum for feedback and approvals and changes on deliverables.

- The board decided on two occasions to delay the launch and implementation of the annual fundraising event at the monthly board meetings.
- Dates were reviewed, updated, and changed in quarterly task meetings by leadership relative to pursuing grant writing initiatives because the annual audits were not completed on time by the external auditors.
- Board members reviewed the launch of the annual fundraising event until the hiring of the Community Relation staff, given they would be a critical driver to the success, and it was risky to pursue a fundraiser without having a dedicated staff member on board.

4.3 Project Support Processes

The Executive Director was responsible for all management functions including staffing and operations.

The Director of Human Resources was a key player in the project and served as the consultant's primary engagement and contact throughout the project.

The Chair of the Board of Directors provided oversight and leadership for the organization and was also a key decision maker and leader of the board.

The Director of Finance was also instrumental in providing key financial metrics regarding the overall health and stability of the organization

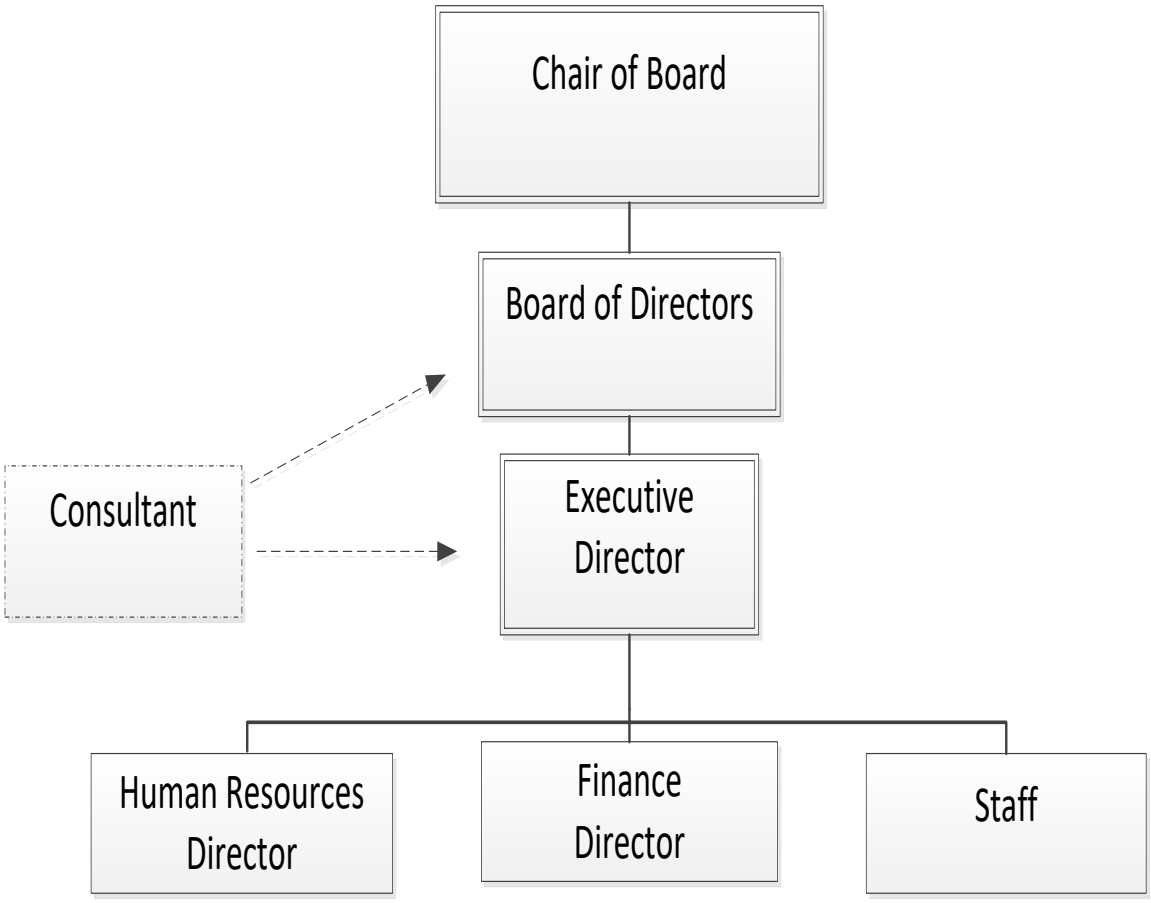
4.4 Organization

4.4.1 Project Team

The project collaborated with the following members of the partnering organization's team below:

- Board Chair
- Board Members
- Executive Director of BTG
- Director of Human Resources
- Director of Finance

4.4.2 Mapping between BTG and Student



5 Communications Plan

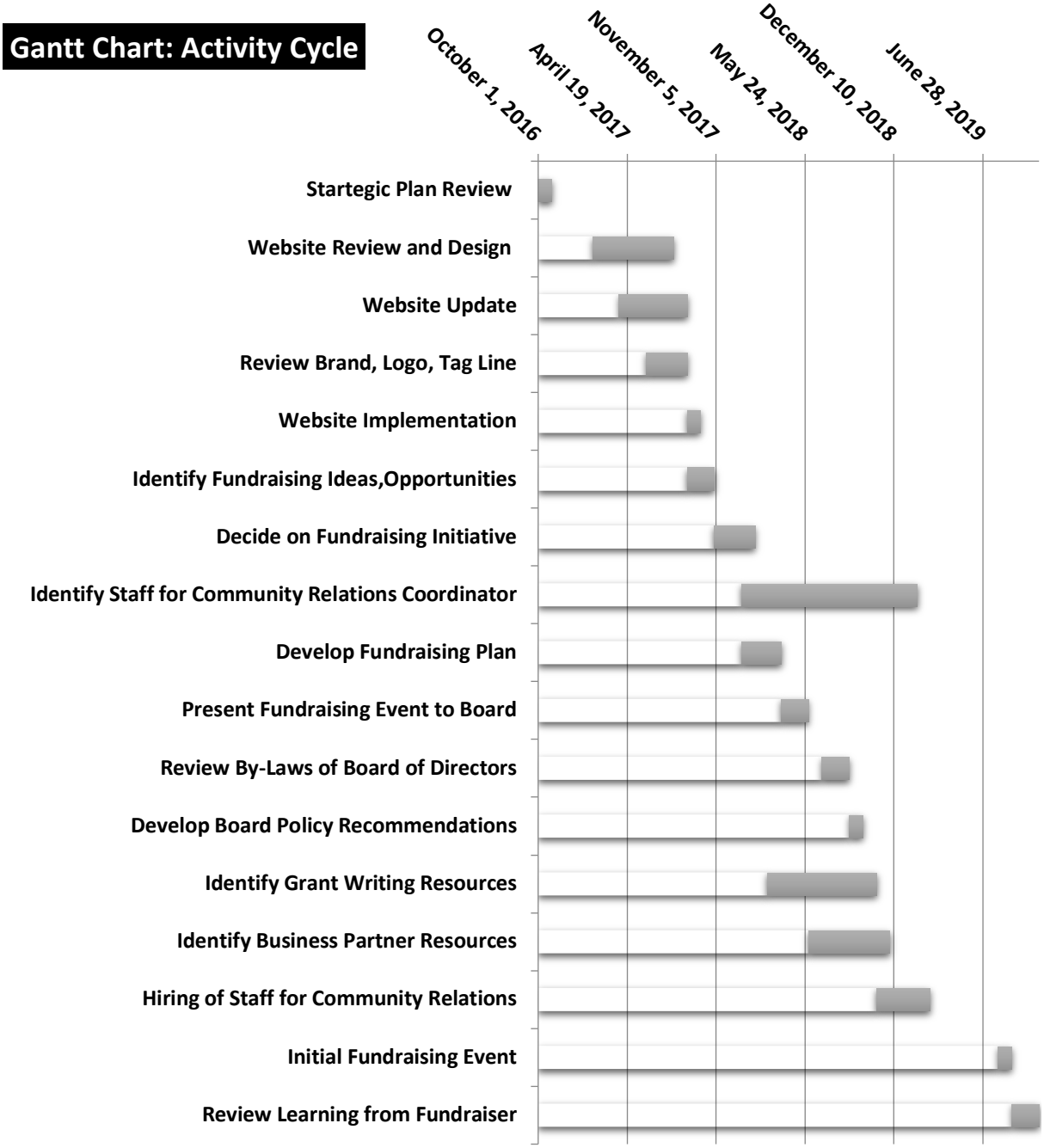
Stakeholders	Information Needed	Purpose	Timeline	Method
Board of Directors-Chair	Bylaws Policy Recommendations Fundraising Plan Project Goals and Updates	Decide on Committee Structure & Changes to Bylaws, Decide on Fundraising Plan	November 2017 - Present	Monthly Board Meetings and Interim emails between meetings
Executive Director	Goals of Project, Project Updates Community Relations Contacts Fundraising Plan Website Updates Grant Writing Contacts	To Provide Input and Track Progress, Support and Direction, Leverage Contacts to help CVII	Aug 2017 - Present	Monthly Task Meetings, Monthly Board Meetings, Conference Calls and Emails
H.R. Director	Goals of Project, Project Updates Community Relations Contacts Fundraising Plan Website Updates Grant Writing Contacts	Primary Contact for Partner Organization Provide input & direction of organization	Aug 2017-Present	Monthly Breakfast Meetings, Monthly Task Meetings, Monthly/Quarterly Board Meetings, Conference Calls, and Emails.
Finance Director	Fundraising Plan, Grant Writing Opportunities	To plan and forecast potential funding income for budgetary needs	July 2018-Present	Quarterly via Board Meetings

6 Work Plan

6.1 Work Plan Breakdown Structure

Committee	Goal	Total # of Objectives	Objectives Completed	Objectives On Track	Objectives Off Track	Priority (H,M, L)
Website	Update/enhance Website and use for marketing & public relations	3	2	1	0	Medium
Bylaws Policy	Update Bylaws to functional committee structure, transition from governance to development. Require Board Members make financial contributions, Initiate Board Member Contracts	3	2	1	0	High
Fundraising	Develop Annual Fundraiser Event	3	2	1	0	Medium
Grant Writing	Source a grant writer resource and develop grant writing opportunities	2	2	0	0	Medium
Community and Public Relations	Identify and allocate financial resources for Community Relations Staffing. Identify community relations opportunities and source a candidate for hiring. Assist new hire in creating brand value	4	3	1	0	High
Business Partnership	Develop business partner prospects to partner w/BTG	2	2	1	0	Medium

6.2 Resources



7 Project Milestones

Project Milestones	Completion Dates
#1 Consultancy Proposal, Statement of Purpose	Fall 2016
#2 Project Objectives	Spring 2017
#3 Scope of Work	Spring 2017
#4 Project Summery/Financial Benefits	Summer 2017
#5 Risk Assessment	Fall 2017
#6 Measurements/Metrics	Spring 2018
#7 Strategies/Plans	Summer 2018
#8 Budget	Summer 2018
#9 Quality Assurance Plans	Fall 2018
#10 Plan Performance	Spring 2019
#11 Executive Summary	Summer 2019

Task	Who	Completion Dates
Website Design and Update	Website Committee/Consultant	Fall 2017
Review name, brand, logo, tag-line	Website Committee/Consultant	Fall 2017
Website Implementation	Website Committee	Fall 2017
Identify Fundraising Opportunities	Executive Leadership/Consultant	Fall 2017
Decide on Fundraising Initiative	Executive Leadership/Consultant	Spring 2018
Develop Fundraising Plan	Consultant	Spring 2018
Present Fundraising Event to Board	Consultant	Summer 2018
Review of Board of Directors Bylaws	Consultant-Attorney	Fall 2018
Develop Board Policy Recommendations	Consultant-Attorney	Fall 2018
Identify Grant Writing Resource	Consultant	Fall 2018
Identify Business Partnership Resource	Leadership, Consultant	Fall 2018 - Ongoing
Hiring of Staff for Community Resource Development	H.R. Director	Spring 2019
Execute Fundraising Plan	Fundraiser Committee & Director	Fall 2019 - Ongoing
Review Learnings from Fundraiser	Fundraiser Committee-Leadership	Spring 2020 - Ongoing
Celebrate Successes Recognize Reward	Leadership, Staff, All	Spring 2020 - Ongoing
Transform Culture to Resource Development & Growth	Board, Director, Staff, All	On going

8 Metrics and Results

- Development and launch of new website
    - Launched, # of hits, contributions
    - **Results**; successfully launched, contributions $5K ytd
- Execution of Marketing Plan, New Marketing Director
    - # of new relationships, contributions
    - **Results;** New Community Resource Staff hired
- New committees and board assignments
    - # of committees, contributions, new relationships, partnerships, **Results;** Policy recommendations made, not fully adopted
- Execution of new annual fundraiser
    - # of fundraisers, $$ generated
    - **Results;** Fundraiser developed, implementation deferred
- Hiring of Community Resource Coordinator
    - # of development $$ generated
    - **Results;** Community Resource Coordinator hired, March 2019
- Board Member contributions
    - # of members contributing, # of $$ generated
    - **Results;** No substantial contributions yet
- Grant Writing
    - # of grants submitted, # $$ generated from grants
    - **Results;** Audit completed, Grant Writer engaged, pursuing grants

Year One Projected Financial Impact

• Financial impact and development of website	$5,000
• Annual Fundraising Event	10,000
• Community Relations Staff Execution of Marketing Plan	25,000
• Board Members Policy Change, Contributions	15,000
• Grant Writing	100,000
	155,000

9 Risks, Constraints, Assumptions

9.1 Risks

Risk Description	Mitigation Plan (what to do to avoid or lessen 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)	Owner
Website Crashing and being inoperable	Develop and maintain service relationship with outside website management company "excite tech" to ensure that it site goes down they can resolve in a timely manner.	Maintain a monthly hosting agreement with outside vendor	Medium	Low	Human Resource Director
Website not being updated frequently after events with pictures-success stories	The website is not the primary tool to engage clients and the community	Assign oversight duties to internal staff and monitor request monthly updates	Medium	Low	Human Resource Director
Website Hacked and information being compromised	Develop an authentication for all users who access the site	There is no proprietary employee or customer data on the website	Low	Low	Compliance Manager
Fundraising costs exceed revenues that are generated	Only consider fundraising events that have a low risk of losing money. Choose events that have little upfront costs i.e, golf etc. Start small, and establish annual events	Ask board members to cover the expense given they are responsible for the event's overall success	High	Medium	Fundraising Committee

Fundraiser not well attended	Leverage board members ideas and leadership on fundraisers that they like and will rally their relationships. Secure commitments before finalizing events	Review key learning's and solicit board members for ideas and increased commitments	High	Medium	Fundraising Committee
Board Members not supporting fundraising event	Secure financial commitments and engage board members early. Ensure that board members takes on leadership roles. Secure participation prior to financial commitments	Require ongoing participation and support as part of board member contract to make a meaningful contribution to organization	High	Medium	Fundraising Committee & Chair of Board of Directors
Not being able to hire a full time community relation staff member for marketing exclusively	Prepare the cost benefit analysis of hiring the community relations staff. Identify key missed opportunities and present financial case to Finance Manager	Carve out marketing duties and roll them into the Vocational Rehab position. Allocate 40-50% of responsibilities for executing marketing plan	High	Medium	Human Resource Director

9.2 Constraints

- Unable to receive a successful external audit in a timely manner was a constraint given that grant writing could not begin until it was completed
- Limited budget and financial resources to hire a new staff dedicated to community development and partnerships
- Board of Directors implementing change of bylaws with existing board members and the identification of new board members to prioritize a commitment to resource development and fundraising
- Board of Directors focused on operational efficiencies and not utilizing a committee structure for fundraising and development

9.3 Assumptions

- BTG provides value to the clients they serve and fulfills a vital need in the community.
    - Validated

- The organization has good brand value and the new leadership in place is the appropriate leadership to guide the organization into the future.
    - Validated

- Leadership is committed to and willing to make the changes necessary to fulfill the mission the organization.
    - Validated

- The financial challenges that the organization has experienced in the last few years are fixable and organization is stabilizing.
    - Validated

- Leadership and staff are committed to being open and accessible to the consultancy partnership.
    - Validated

10 Financial Plan

2019 Projected Financial Impact

• Financial impact and development of website	$5,000
• Annual Fundraising Event	10,000
• Community Relations Staff Execution of Marketing Plan	25,000
• Board Members Policy Change, Contributions	15,000
• Grant Writing	100,000
	$155,000

2020 Projected Financial Impact

• Financial impact and development of website	$10,000
• Annual Fundraising Event, Golf Tournament	20,000
• Community Relations Staff Execution of Marketing Plan	50,000
• Board Members Policy Change, Contributions	25,000
• Grant Writing	100,000
	$200,000

2021 Projected Financial Impact

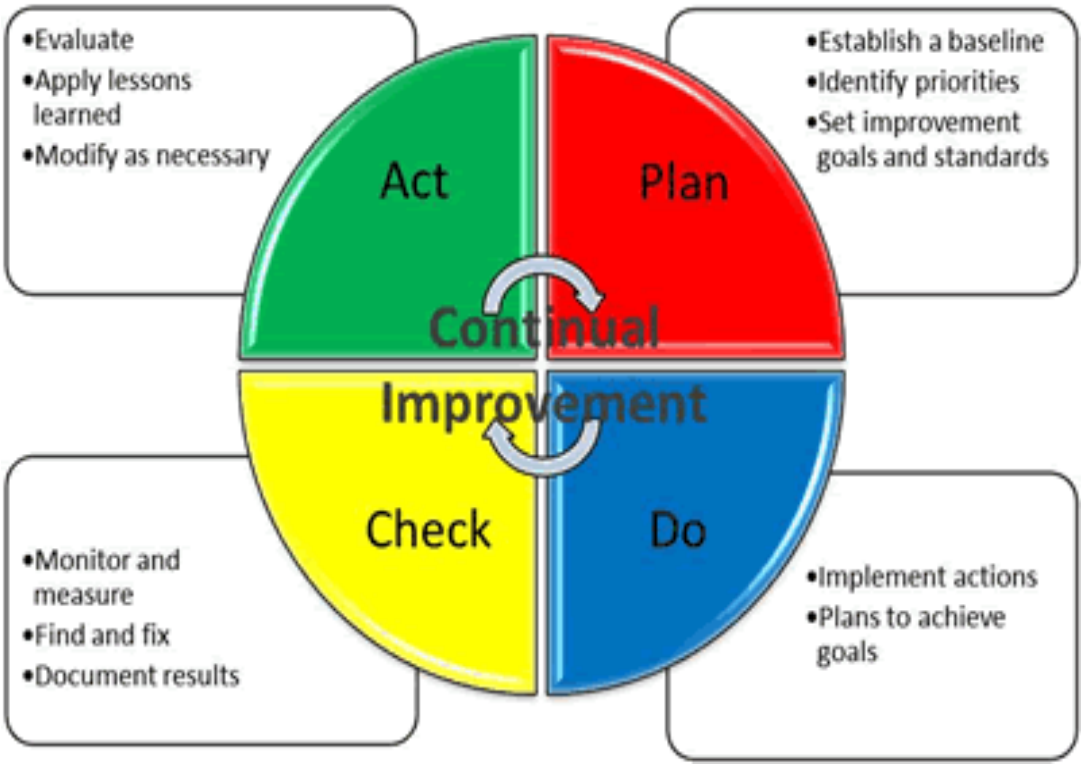
• Financial impact and development of website	$10,000
• Annual Fundraising Event	25,000
• Community Relations Staff Execution of Marketing Plan	75,000
• Board Members Policy Change, Contributions	40,000
• Grant Writing	100,000
	$250,000

The consultancy project has a 3-year projected revenue of ~ **$605,000** based on the successful continuous execution of the deliverables and how quickly the board and culture can transform from governance to development. The organization has a bright and optimistic outlook based on the Community Relations Coordinator new hire and given that operational challenges have stabilized and audits have been completed. BTG now has the opportunity to pursue grants and community partnerships to maximize and grow their brand value while fulfilling their mission. The Board of Directors, leadership, and staff are in direct control of managing the outcomes.

11 Quality Assurance Plan

BTG

The Plan, Do, Check, Act model was selected as a problem-solving model to be utilized in the Quality Assurance Plan. This methodology allows for a continuous improvement process to be implemented to address any new or reoccurring issues in a systematic way.



Study/Check:

- BTG was engulfed in a survival and stabilization mode for the last 2 years as a result of mismanagement from previous leadership.
- BTG Board of Directors was primarily a governance board and did very little business development.
- Board of Directors and staff have focused primarily on auditing and efficiencies to ensure the organization would remain relevant and continue to operate and fulfill its mission.

- Audits are being finalized to allow BTG the ability to begin grant writing.
- There were no alternative revenue sources coming from fundraising.
- There is no tracking of additional financial resources generated by board and staff.

Plan:

- Migrated the board from primarily a governance to development and governance
- Developed an annual fundraiser to engage the board and staff to generate revenue
- Sourced funds to hire a community resource and marketing staff position
- Identified grant writing resources to generate additional funds

Do

- Engaged the board in development of new bylaws for board member expectations
- Developed a committee structure that engages all board members
- Regularly engaged in planning and sourcing development opportunities
- Identified potential partnerships for funding sources

Act:

- New and existing board members sign board member contracts
- Changed bylaws to require meaningful contributions from board members
- Monitor and review board member contributions
- Launched new website to market and promote BTG
- Hold board members accountable for development annually

Appendix

Mission Statement

Our mission is to provide training and employment opportunities for adults who have barriers to employment. We offer a variety of services to achieve this. In doing so, we've grown to offer assistance to virtually any of a person's individual needs. Examples of some of these other needs that we may address are social, coping skills, and daily living skills. Some of the services we offer are:

•Vocational Evaluation

•Employee Development

•Supported Employment

•Adult Developmental Vocational Programming (ADVP)

•Community Rehabilitation

•Day Supports, Life Skills

Strategic Plan

Better than Good, Vocational Industries, Inc.

Strategic Planning Goals

Area: Marketing and Public Relations	**ACTION**	**KPI or EVIDENCES**	**PERSON(S)**	**TIMELINE**
GOAL 1. BTG, a nonprofit agency, will be viewed by its stakeholders (clients, customers, employees, and community) as a model agency in providing employment and training opportunities for adults who have barriers to employment.	Develop marketing/communications programs promoting the value proposition of BTG. Assess effectiveness of programs/practices/ media. Identify gaps/areas for improvement. Develop a cost/benefit analysis on proposed new initiatives.	Surveys, list of gaps, Results, Cost/benefit, and Qualitative analyses	Marketing Class at	October 2016 – Spring 2017 Met with and class will present initial ideas 12/7/16 *Recv'd presentation, reviewed with board January 2019 *Updated – added funds to 2018-19 budget for Marketing

2 .BTG will ensure that all its facilities (inside and outside) reflect the attractive, well-maintained, and high-quality image consistent with its vision and mission.	Walk thru facilities (inside and outside) and assess its appearance and working order. Perform a cost/benefit analysis.	Results or "wish list" Results of cost/ benefit analysis	BTG Leadership Exec. Director	October 2016 *Completed October 2016 *Completed
3. BTG will recognize and promote outstanding performance by its stakeholders focused of specific programs and significant contribution(s).	Evaluate potential recognition programs (monetary and non-monetary)	Retention metrics Employee assessment results (if conducted)	Human Resources	Summer 2020

*Update – audit mostly finalized. Engaged new audit firm for current and future audits

2. Provide facilities that are safe, efficient, and inviting that meet the needs of the clients.	Walk thru facilities (inside and outside) Review site access systems Review preventative maintenance systems for building and equipment Perform a cost/benefit analysis. Develop safety manual checklists and compliance calendar Develop safety program calendar	Results or "wish list, surveys, results of inspections, checklist completions	BTG Leadership and Maintenance Exec Director Human Resources Maintenance Human Resources Exec Director Safety/Human Resources	BTG 2016 *Completed Nov 2016 *Completed November 2016 *Completed November 2016 *Completed June 2017 June 2017 Annually July 2018 *Updated – Restablished Qtrly Safety Committee

3. Define and implement a human resources program that provides quality staffing and training for personnel.	Candidate pool, research/study results, training materials and attendance tracking Completed training matrices	Program Coord Human Resources Human Resources Program Coord HR/Supervisors Program Coordinator/Human Resources	September 2016 *Completed 1st class in Jan 2017 Summer 2017 June 2017 June 2017 January 2019 *Updated – will work with EAP to develop program and budget July 2019	External vendors Finance Internal staff
4. Provide transportation services that are safe, efficient, and meet the needs of the clients.	Complete an analysis of the current cost of transportation services. Develop preventative maintenance database for vehicles	Results of analysis Managed by same building/equipment PM software	Exec Director Transportation Coord Transport/Maint Human Resources	*Completed November 2016 *Completed
5. Maintain a working, effective Board of Directors that is aware of its responsibilities and is fully engaged in its role.	Review board member handbook and orientation process. Present to the board Review board policies, bylaws and present recommendation to board. Review current procedure for BTG requests to the board. Present any recommendations to the board. Review semi-annually the need for additional board members, committee feasibility, board member	Hardcopy of manual, training documents, documented reviews in meeting minutes,	Exec Director Human Resources Exec Director Board Members	December 2016 *Completed Semi-Annual

	opportunities/participation in BTG events.			

GOAL	ACTION	KPI or EVIDENCES	PERSON(S)	TIMELINE
1. BTG will identify specific, measurable key performance indicators throughout the organization.	Determine key performance indicators and present to board for approval	Performance metric results Implementation	Exec Director Human Resources Program Coord Production	October 2016 *Completed August 2017 January 2019 *Updated – utilize Therap reporting for utilization
2. BTG will ensure that a positive and collaborative culture will be maintained that demonstrates continuous improvement.	Research and present to the training options for team building, conflict resolution, diversity, and/or disability training	Training materials.	Human Resources	December 2017 January 2019 – *Updated- will include in program design EAP and for July 2019
3.BTG will ensure that morale and climate positively contribute to a collaborative culture.	Research and present to the board options for employee assessment/surveys	Survey results and action plans	Human Resources External Vendor	December 2017 Spring/Summer 2020

Draft

Board Member Contract

I, _____, understand that as a member of the Board of Directors of the Better Than Good, Vocational Industries, Inc. (BTG), I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the mission of the organization, to provide training and employment

opportunities for adults who have barriers to employment. I will act responsibly and prudently as its steward. As part of my responsibilities as a board member:

1. I will interpret the organization's work to operate for the purposes of evaluating and training handicap persons and providing each person with an opportunity to develop his/her optimal level of independence in as normalized environment for all persons without regard to race, ethnicity, gender expression, sexual orientation, socio-economic background, immigration status, age, religion, body shape, size, ability, or political affiliation and values to the community, represent the organization, and act as a spokesperson.

2. In turn, I will educate myself on the needs of BTG and to the organization from an empowerment perspective, speak out for their interests, and, on their behalf, hold the organization accountable.

3. I will attend at least 75 percent of board meetings, committee meetings, and special events.

4. Each year, but no later than Thanksgiving of each year and without having to be asked, I will make a personal financial contribution at a level that is meaningful to me.

5. I will actively participate in one or committees and resource development activities.

6. I will excuse myself from discussions and votes where I have a conflict of interest.

7. I will stay informed about what's going on in the organization. I will ask questions and request information. I will participate in and take responsibility for making decisions on issues, policies, and other matters. I will not stay silent if I have questions or concerns.

8. While I am a member of this board, I will make every effort to vote in every action that comes before the board.

9. I will work in good faith with staff and other board members as partners toward achievement of our goals.

10. If I don't fulfill these commitments to the organization, I will expect the board chair to call me and discuss my responsibilities with me.

In turn, BTG board of directors and organization will be responsible to me in the following ways:

1. I will receive monthly financial statements and an update of organizational activities at the regularly scheduled board meeting. If I am not able to attend the board meeting, I will notify the Board Chair or Executive Director before the meeting so that financial and agency reports can be sent to me by email.

2. Opportunities will be offered to me to discuss with the executive director and the board chair the organization's programs, goals, activities, and status; additionally, I can request such opportunities.

3. The organization will help me perform my duties by keeping me informed about issues in the industry and field in which we are working and by offering me opportunities for professional development as a board member.

4. Board members and staff will respond in a straightforward fashion to questions that I feel are necessary to carry out my fiscal, legal, and moral responsibilities to this organization. Board members and staff will work in good faith with me toward achievement of our goals.

5. If the organization does not fulfill its commitments to me, I can call on the board president and executive director to discuss the organization's responsibilities to me.

_____ Board Member Date _____

_____ Chair of the Board of Directors Date _____

The board chair should sign two copies of this agreement for each board member. Each new board member should sign both, return one copy to the board chair, and keep the other for reference. Signing the agreements ensures that board members have read them.

Use an Appendix for detailed information, so that the summary document can remain as compact as possible for easy reading. Appendices should contain the defense presentation. Appendices may contain more detailed financial information, more detailed scheduling information, etc.