



Abinader
group

Case Studies - Westside Community Services

Situation

Westside Community Services has provided community centered, culturally competent behavioral health and social services to the county of San Francisco for over 40 years. Westside's philosophy emphasizes service to community members who have been marginalized due to poverty, race, mental illness, substance abuse, HIV / AIDS, and homelessness. Westside solicited Abinader Group's assistance with an internal transition. Funders were seeking Board compliance with by laws while the organization was searching for an Executive Director. Abinader Group was asked to assess the Board functionality and make recommendations for improving efficiency and compliance. Abinader Group also supported the Executive Director hiring process and the orientation of new Board Members.

Actions

In assessing the current Board structure and functioning Abinader Group worked with a Design Team to develop and implement an extensive survey. The Design Team consisted of four board members and the interim CEO. We guided the Design Team in crafting the framework for both the survey and individual interview questions. With the Design Team input, Abinader Group conducted individual Board and staff interviews. Based on our findings we developed a preliminary report and a set of recommended actions to present to the current Board. Through several rounds of small group, individual, and full Board meetings Abinader Group gathered Board agreement to realign with Board By-Laws and Governance.

Once new Board members were recruited we facilitated an orientation, a strategic visioning, and an action planning session. The new Board built consensus for moving forward with efficiency, innovation and compliance with all by-laws and governance structures. Once in motion, Abinader Group submitted its final report to the Westside Board of Directors and the regional funding source.

Results

As a result of our work with Westside, the Board came into full compliance with By-laws and Governance. The New Board developed a shared vision of Board functionality with priorities and action steps. With Abinader Group's guidance the Board created committee structures and a system of monitoring by-law and governance compliance while also remaining accountable to staff and the community they serve.