

# Collaboration Partners – Social Impact Consultants

360°kids – Case Study

# 360°kids – Executive Summary

We developed an org restructuring solution and a 16-month implementation roadmap to enable 360°kids to achieve their organizational objectives.

## Our Client

Since its founding more than thirty years ago, 360°kids has been helping at-risk youth in the York Region overcome crisis and transition to a state of safety and stability. 360°kids is supporting the health and well-being of over 3,500 youth each year by providing shelter, employment resources, health counseling, education support, and many other services.

## The Challenge

In 2020, 360°kids was refreshing its five-year strategic plan and contemplating expansion opportunities. In an effort to more effectively deliver programs to a vulnerable clientele despite funding limitations, 360°kids requested Collaboration Partners' help in reviewing its organizational staffing structure. We identified the following objectives for our engagement:

- Perform a current state assessment to understand existing gaps and potential opportunities; and
- Develop a target state operating model to address identified gaps & create alignment with the organizational strategy

## The Impact We Created

We enabled 360°kids to understand the shortcomings of their current operating model and co-created a target state and feasible step-by-step plan to get there by:

- Interviewing leadership team members to reveal insights into issues with the current state operating model;
- Conducting a peer benchmarking to recommend multiple organizational restructuring options with respective risks and opportunities; and
- Developing a 16-month implementation roadmap to guide the organization towards its desired state

# Detailed Approach

To achieve the agreed-upon objectives, our project team (1 Engagement Manager & 2 consultants) divided the project into two phases:

## Phase One: Current State Assessment

Reviewed the current operating model and strategic plan and identified potential gaps.

### Key Activities:

- Analyzed programs / services offered, operations, funding resources, resourcing needs & volunteer engagement strategy
- Reviewed draft strategic plan and analyzed key initiatives and growth opportunities
- Assessed appropriateness of the current organizational structure
- Surveyed and interviewed 360°kids' directors and managers to determine current challenges and future opportunities

### Outcomes and Deliverables:

- Current state analysis, including op model insights on org structure, programs/services, financials, volunteer engagement
- Final presentation with key observations, challenges, and crucial improvement drives to the leadership team

## Phase Two: Target State Operating Model

Co-created an organizational restructuring solution through extensive discussions with the 360°kids leadership team and independent research to assist the organization in achieving its long-term objectives.

### Key Activities:

- Performed a gap analysis against the current-state operating model and the organizational strategy defined in Phase 1
- Performed independent research to identify leading practices followed by other non-profit organizations

### Outcomes and Deliverables:

- Target state operating model to address identified gaps and that aligns with the organizational strategy
- Strategic priorities for the next 16 months & roadmap along with the implementation tool kit
- Key principles to effectively communicate changes to internal and external stakeholders of the organization

