



The Dubnoff Center for Child Development nurtures the potential in each child with developmental, emotional, and/or behavioral challenges. The Center specializes in providing integrated educational, clinical and vocational services so that these children and their families can lead more productive lives.

In February 2011, the Dubnoff Center for Child Development projected a \$400,000 loss for the fiscal year due to a reliance on government contracts and falling enrollments in the Day School. An independent financial audit confirmed this projection and further estimated significant cash shortfalls within months that threatened to halt agency operations and programs. Immediate actions were taken, including administrative pay cuts and furloughs. However, projections remained weak and the agency was forced to draw down the entire line of credit to keep programs running.

Envision Consulting was contracted directly by the Board of Directors to perform an analysis on the revenues, fundraising, and internal operations of the Dubnoff Center to ascertain both the causes for the financial situation and to make recommendations to avoid possibly agency closure.

THE SOLUTION: Envision Consulting conducted a data-collection and assessment project and proposed four viable, strategic options to address the Dubnoff Center's financial hardships:

- Agency acquisition/merger
- Partial agency closure
- Community center transformation
- Programming growth with focus on autism

Envision also proposed the following initiatives to strengthen the agency's operations:

- Increasing volunteer driven projects
- Gaining earned income through facility leasing
- Creating compelling programming to attract new donors
- Outsourcing certain operational functions
- Introducing community engaging events for agency awareness

OUTCOMES: Following recommendations by Envision Consulting, the Board of Directors opted to pursue acquisition and merger partnerships while engaging Envision to act as Interim CEO. During the 15 months of interim engagement, Envision helped the agency achieve:

- A successful merger and acquisition
- Reduction in expenses (22% administration and 13% overall)
- Beautification and enhancement of facility for community use through significant repairs and equipment additions.
- New funding from grants, direct mail campaign and small fundraising event yielding more than \$125,000 and an additional \$75,000 from facility rental contracts.