

REORGANIZATION REVIEW & PLANNING

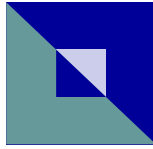
In today's non-profit industry many organizations are struggling to continue to serve their communities. The *John Ross Company* can help you not only survive but also lay the groundwork for future success.

As a Board Chairperson or an Executive Director, if you can answer yes to any of the questions below you might want to consider a *Reorganization Review & Planning* process:

- Your expenses are unexpectedly and significantly greater than your revenue this year.
- Your revenue is more than 15% lower than last years'.
- You are having difficulty funding core programs.
- Key organization leadership has left in the past 6 months or are planning to leave in the next year.
- More than 25% of your Board has resigned in the past six months.
- Community support for your organization seems to be waning.

If you are interested in discussing a *Reorganization Review & Planning* process for your non-profit agency, call John Ross at 505-506-2878 or email him at: johnross@johnrosscompany.com for a confidential interview.

JOHN ROSS COMPANY
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REORGANIZATION REVIEW & PLANNING

Reorganizing an non-profit agency is a very difficult, emotional process. Doing so must be sensitive, highly confidential, and rolled out in a prudent, methodical, and well thought out process.

The Reorganization Review & Planning (RRP) process designed by the *John Ross Company* takes the following steps:

- Immediate review of current financial status: cash-flow, payables/receivables, projected revenues/expenses for next 6 months
- Series of interviews with Board Chairperson and/or Board Executive Committee and Executive Director
- Review of budgets for the past 3-5 years
- Interviews with 3-5 key funders
- Review of the history of the organization
- General analysis of how the organization fits within the non-profit industry (locally, regionally)
- Review of current program menu and how it relates to the organization mission
- Review of staffing patterns and salaries

RRP deliverables:

- Presentation to the Board of Directors
- Recommendations for the Board to review and vote on
- Six month reorganization plan for the Executive Director

Additional notes:

- *A Letter of Confidentiality* will protect the integrity of the non-profit client
- General Board members, staff and the public at large will be informed that this is a Strategic Planning process
- The consultant will work directly with the Board Chairperson and/or Executive Committee and the Executive Director
- If the consultant discovers any unethical and/or illegal situations the consultant will request an immediate meeting with the Board Chairperson and/or Executive Committee and the Executive Director. Failure to have the meeting and/or failure to resolve the issues will result in an immediate termination of the consulting contract. The organization will be responsible for a minimum 50% of the agreed upon RRP fee.

Fees and time:

- This process takes about 40 hours over 6-8 weeks
- The RRP fee is \$5,000; however, not every non-profit is the same. This fee can be negotiated depending upon several variables

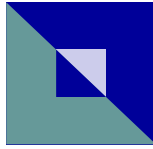
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Reorganization Endorsements for John Ross:

From 2000-2006 I served on the Board of Directors for Tarrant County Youth Collaboration (TCYC). By 2002 the organization had outgrown its 20 year old mission, lost its focus and needed decisive leadership during a time of organizational transition. Hired in 2004 as the new Executive Director, John quickly took TCYC in a new and much more tightly focused direction. He took the notion of collaboration from a *touchy-feely just get to know each other atmosphere where collaboration might happen* to an organized way of finding and formalizing contractual collaborations that took advantage of the strengths of each partner to produce outcomes that were greater than the individual parts. This transition took imagination, pro-active strategic planning, great personal tenacity and a remarkable ability to create a shared vision for the future. It led to a total rethinking of staffing patterns and to recruitment of Board members with much more serious and professional skill sets. The organization was completely transformed under John's leadership and to this day is seen as a cutting edge organization with real vision.

*Mike Steele
President & CEO
Communities in Schools of Greater Tarrant County*

I am a corporate lawyer in New York and, since late 2005, have coordinated the pro bono legal work for American Ballroom Theater (Dancing Classrooms) at the firms at which I have been a partner, currently Katten Muchin Rosenman LLP.

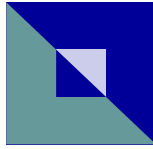
John Ross was initially hired to assist ABrT with its expansion from a primarily local charity based in New York City to one with a national and international franchise. John started this process by developing a clearer and more uniform license agreement with a better delineated fee structure and by pursuing the license negotiations with new municipalities in a more systematic manner. He expanded the trademark protection for ABrT's marks and logo outside the U.S. and aggressively moved to restrain potential infringements. He then built out the staff of ABrT to include a new day-to-day head of operations to replace one of the retiring founders, updated and substantially revised the employee manual, resolved legal issues relating to ABrT's pension plan and tax status, and imposed higher standards of communication, transparency and accountability on employees, thereby improving efficiency both with respect to staffing and financial resources.

Based on my observations and work with John Ross beginning in the summer of 2007, he has made significant improvements in the corporate governance procedures, management structure, communications, staffing and legal compliance areas of the company during a particularly dynamic period in its evolution. These measures have helped transform the organization into a much more focused and business-like venture that is better positioned not only to accomplish its mission but to benefit from the increased publicity that has accompanied its dramatic growth and success.

It is a tribute to John's patience, wisdom, skill and diplomacy that he has been successful in balancing the sometimes conflicting demands of the organization founders, Board members and National site leaders while helping ABrT extend the curriculum, both domestically and abroad, preserve its intellectual property rights and strengthen its infrastructure. ABrT has benefitted tremendously from John Ross's work and can now pursue its goals much more effectively, even in a difficult economic climate.

*Rachel B. Coan
Partner
Katten Muchin Rosenman LLP, New York*

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From 2001 to 2007, I served as President of the Board, Fourth Street Parent and Child Learning Center in Arlington, Texas. This was the period of dramatic challenge and transition as the newly formed non-profit was emerging from the former Fourth Street Project, Inc. We had an Executive Director at the outset of the non-profit formation in 2001 who transitioned into another position during 2003. Financially and in business practices, Fourth Street was seriously challenged. From a service delivery and clinical standpoint, the Fourth Street Project had been first rate for about 15 years. During the first four years of its non-profit life, Fourth Street experiences several near death experiences. Today I understand that it is on very sound financial footing and has recently purchased a new building.

John Ross was absolutely instrumental in leading the workout turnaround and laying a firm foundation upon which the future success of the non-profit period is based. Mr. Ross served as Interim Executive Director for a period of about one year in 2003 and 2004. There were three critical aspects of his work that saved the organization. First, he began a systematic process of managing and engaging the Board and its members in the most constructive way for the well being of the principle business, which was the school. Second, he actively managed and aligned the school director, staff resources, and teachers in which a way that the outcomes were positive for all concerned despite very challenging times. Third, he put into place business practices that supported the professional service delivery at the heart of the school while helping to shut down the clinic which was a financial drain on the organization. Throughout this turnaround, Mr. Ross maintained a positive attitude, reached out to a range of constituencies to importantly include parents of children in the school.

My professional assessment is that John Ross is a highly talented and motivated professional. He demonstrated outstanding skills in helping the board reorganize Fourth Street. As both a professor in business and a Fellow of the American Psychological Association, I rank John at the top of his profession and would hire him again for any non-profit organizational or turnaround work.

*James Campbell (Jim) Quick
John and Judy Goolsby Distinguished Professor
Goolsby Leadership Academy, College of Business
The University of Texas at Arlington*

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