

**New York Times Company Nonprofit Excellence Awards
2007 Examples of Excellence
Presented at Best Practices Workshop, June 26, 2007**

**Center for Urban Community Services
(Winner of the Excellence
in Sustained Impact Award)**

Research and performance tracking hold staff & clients accountable for targets

- Measurable outcomes track client progress
- Progress reports shared weekly with clients
- ReSHAPE extends to long-term client outcomes
- Seek broad & deep results

Share replicable models/practices widely

- Housing Resource Center trains/assists 2500 NYC professionals & 35 communities
- Extensive use of professional trainers
- Adapt effective program models to new situations
- Collaborative leverage through other agencies & authorities

Focus on diversity and cultural competence

- 65% staff of color; 30% senior management
- 75% promoted from within
- Cultural Competency Committee

*Operations tightly in sync with mission

*Strong, ethical client codes

*Clients involved in service planning

*Ongoing quality improvement

*Strong Board engagement

*Strong staff focus & involvement

*Excellent financial metrics & management

*Comprehensive succession & cross-training

*Annual *Human Resources Report* to Board

*Learn from others

**Families United for Racial
and Economic Equality
(Winner of the Excellence
in Meeting Emerging Issues Award)**

Strong leadership development system for members & all-member board

- 6-session leadership training course (**FIRE**) for members
- Potential board members must recruit 5 new members every 6 months
- Each Board member leads an advocacy/organizing campaign
- Ranking system assesses leadership potential/checklist system monitors development

Unique people-to-people communication strategies

- Bilingual (Spanish-English) member-to-member communications
- House Party strategy
- Quarterly member-written newsletter
- Bilingual annual convention planned and run by members
- Members trained to represent FUREE to media and public officials

Persistent advocacy strategies

- “We don’t give up”
- Child-care during member meetings
- Youth trained as community advocates
- Short-term benchmarks constantly assess advocacy progress

*Outcomes driven

Good Shepherd Services
**(Winner of the Overall
Management Excellence Award)**

**Staff/board development + supervision
practices focus entire agency on
mission/values**

- Executive Director orients all new staff
- 360° staff/peer feedback at leadership retreat
- Year of Supervision
- Supervisor/supervisee handbook
- Standing Human Resources Committee
- Ethics Guidebook
- Board committee structure as “farm system” for potential Board leaders
- Board orientation manual & site visits
- Transition year for incoming Board Chair

Excellent growth management

- New grants must serve strategic plan & mission
- Mergers selected based on mission fit
- Intense middle management training during mergers keeps mission focus

Strong financial management

- Monthly financial reports
- Constant financial information flow to staff & board allows early course corrections
- Train program directors to read financial reports
- Fund depreciation costs

*Sustained impact rooted in achieving targets

*Learn from mistakes

*Aware of new & complex issues

*Multiple feedback systems

WITNESS
**(Winner of the Excellence
in Communications Award)**

**Effective, transparent open-source
communications strategies target program
partners world-wide**

- Open-source technology and partnerships enable growth without bricks and mortar
- Interactive websites respond to changing environment, opportunities & communication technologies

**Track training and human rights
advocacy results**

- Track training results for 600+ groups in 50 countries
- Performance Dashboard metrics on website assess progress 2x a year
- DARCI system establishes responsibility and accountability for all key projects
- Regular planning cycles, evaluation every 6 months, plan 3 years ahead

Diverse and participatory culture

- Performance Dashboard developed by staff, Board, donors & partners
- Emphasis on developing diverse staff & leaders & skills at all organizational levels
- Team Performance inventories & retreats organized for broad, honest staff feedback

*Tight management structure, broad reach

*Clear Board responsibilities/accountability

*Track record of success

*Committed to scaling up and replicating

Identified by 2007 Selection Committee* **Bold = Best Practices Workshop focus