God's Love We Deliver (GLWD)
www.godslovewedeliver.org

Founded in 1985, God's Love We Deliver's mission is to improve the health and well-being of men, women and children living with HIV/AIDS, cancer and other serious illnesses by alleviating hunger and malnutrition. GLWD prepares and delivers nutritious, high-quality meals to people who, because of their illness, are unable to provide or prepare meals for themselves. GLWD also provides illness-specific nutrition education and counseling to clients, families, care providers and other service organizations.

Budget: $ 9,283,838   **# Staff: 71 full-time, 2 part-time**

Karen Pearl, Executive Director, & **Michael Sennott, Board Chair**

Overall Management Focus on Results

- Uses three-year strategic plans to guide activities; GLWD accomplished all goals set out in last three-year plan; now launching new plan
- Strong grasp of opportunities and challenges ahead for the agency; emphasis on growth and regular steps taken to measure impact; maintains strong growth while improving quality and becoming more efficient
- Stayed on mission while responding to significant changes in population served by widening scope; continues to have deep impact, insuring client satisfaction; good use of data and database to strategize and manage program change and growth; good use of technology to track volunteer communication
- Desire and demonstrated ability to increase capacity speaks to mission-driven nature of the organization
- Strong tracking of metrics: delivers 16,000 meals/week; 3,400/day to all boroughs and New Jersey; has served 10 million meals since the organization was founded
- Tracking identified how communities served changed demographically; drops in client numbers (meals and productivity) were analyzed to identify reasons; moved Client Outreach Coordinator to the community, and saw increase in client and meal numbers
- Strong department level focus on metrics; monthly dashboard provides overview of results
- Improved operations by integrating UPS software to track progress of deliveries and rebalanced routes, reducing overtime from $100k to $50k

Board and Governance Structure That Moves the Organization Forward

- Strongly engaged Board with Board/staff/volunteer partnership
- Strong Board leadership development process and accountable committee structure
- Has four board members with strong financial expertise
- Board building formal succession plans: terms, evaluation, recruitment; regular skill-set assessment; use of committees to recruit Board leadership
- Has 100% Board giving with God's Love as their #1 or #2 charity in terms of personal giving
- Chairman's Council created for emeriti engagement for Board members rolling off; kept two former presidents on board
- Annual assessment of Board member job descriptions with explicit goal of organizational effectiveness

Strong, Transparent, and Accountable Financial Management

- Annual operating and capital budgets informed by strategic plan, program goals and Board-directed initiatives
  - Department heads meet with respective teams to develop revenue and expense budgets
  - Executive staff meets with department heads to review proposed budget before finalizing and presenting to Board.
  - Plan strives for small surplus at year end
- Financial planning includes frequent financial forecasts with involvement from all staff
- Finance Committee of the Board receives a monthly financial package including various financial statements and management's analysis of the statements.
- Development and Executive teams receive weekly revenue reports detailed by source
- Responded to economic downturn in several ways: asked staff to cut expenses by 2.5%; did not fill some staff vacancies; engaged staff in a process designed to re-engineer functions to increase efficiency and cost effectiveness while fulfilling mission, and received 99 options and suggestions
- Board and Finance Committee receive extensive reports one month prior to quarterly meetings
- Departments receive a monthly expense summary indicating year to-date actual vs. budget
- Management and Board acutely aware of seasonal revenue cycles; (bulk of revenue received in fourth quarter)

Inclusive, Diverse and Responsive Organizational Practices

- Re-examined mission in light of changing community needs and improved care and treatment of people with HIV; expanded mission to serve people with all life-altering illnesses
- Attentive to needs of constituents; analyzed new complexity of nutritional needs among aging client population and different services they require; moved from hot food to chilled food model
- Added illness-specific programming based on response to client surveys with focus on improved nutrition
- Clients take on the role of advocates for the program; engage clients in advocacy in ways that can be replicated by many other nonprofits
- Increased capacity considerably (revenue, volunteers, client tracking, food distribution, government contracts), leading to more people being served
- Enhanced Client Activity Tracking System (CATS) to include program changes such as replacement of meal components for clients with renal disease and those receiving pureed or minced meals

Enlightened Use of Human Resources and Technology
- Staff professional development and performance reviews linked to Strategic Plan
- Integrated communications strategies for volunteers; volunteers blog, receive tailored communications
- Volunteer management is part of the Development department; both volunteers and staff receive ambassador training
- Strong volunteer engagement; based on feedback from volunteers, now announces, each day, what meals are being prepared so that volunteers can connect to final products and outcomes
- Excellent volunteer retention rate (average tenure 4.5 years), able to measure volunteer-worth as a dollar amount
- Strong staff diversity: 56% people of color, one-third people of color in middle management
- Strategic Plan focuses on increasing diversity at the senior management level.

Regular and Effective Communications
- Organization commits significant resources to communications at both Board and staff levels; strong Board Communications Committee with members from advertising and marketing sectors
- Communications are targeted to specific stakeholder audiences
- Formal and informal methods of assessing both external and internal communications include sound use of metrics to gauge effectiveness
- Communications are key component of strategic plan; daily activities driven by communications plan; management team works hard to integrate fundraising with communications
- Strategic plan drives communication strategies; broadened awareness of expanded mission and brand through special initiatives such as "The World's Largest Potluck"
- Thoughtful digital marketing strategies, use of Facebook as a hub, using media to tell the story; internal newsletter published every 2 weeks
- Good focus on organizational effectiveness; moved website tasks from IT to Communications Analysis led to change in newsletter format; subsequent impact on donations demonstrated strategic, results-oriented approach to communications
- Shifted event philosophy to make events informative as well as fun in hopes of engaging more ongoing supporters

Effective, Ethical Fundraising and Resource Development
- Strategic planning helped organization embrace big projects for the next 4 years: increased program capacity, doubled the size of its building, and launched capital/expansion campaign ($20 to $30 million)
- Demonstrates diversified revenue streams reducing reliance on one or two funding sources; foundations, corporations, individuals, special events, direct mail and government (foundations/corporations = 23%; individuals = 25%; government = 21%)

Other
- Three Core Principles:
  - Being sick and hungry is a crisis that demands an urgent response
  - God's Love will never have a waiting list
  - We will never charge clients for our meals
- Five Core Management Philosophies:
  - Live your mission
  - Know your clients (they change over time)
  - Innovate through technology
  - Embrace organizational change
  - Communicate! Communicate! Communicate!

New York Lawyers for the Public Interest (NYLPI)
www.nylpi.org

NYLPI was founded in 1976 to serve the legal needs of underserved, underrepresented New Yorkers and their communities. New York Lawyers for the Public Interest is a nonprofit, civil rights law firm that strives for social justice. In partnership with member law firms, corporate law departments and other organizations, NYLPI helps underrepresented people develop legal strategies to serve their vision for themselves and their communities. Through legal services, advocacy and organizing, NYLPI seeks to be a resource to communities, both geographic and ideological. At the heart of NYLPI's community lawyering model is the belief that the community knows its own needs and challenges best. Through partnerships, NYLIP works to provide community members with the resources and training to one day serve as their own representatives, advocates and organizers.

Budget: $ 4,300,000   **#Staff: 28 full-time, 4 part-time**

Michael Rothenberg, Executive Director, & **Christopher Tahbaz, Board Chair**

Overall Management Focus on Results
- Tracks indicators of impact, including improving communities and issues they were involved with
- Tracks types of engagement of partner firms to identify their areas of specialization and to encourage firms to develop pro bono practice areas to meet these identified needs
- Created a Pro Bono Advisory Council to increase commitment by partnering firms; created active program to encourage their pro bono attorneys to deepen engagement by serving on boards
- Database allows NYLPI to run queries for various issues; tracks where clients are referred to enable them to provide feedback to referral sources on appropriate referrals

Board and Governance Structure That Moves the Organization Forward
- Highly engaged 54-member Board: structure is well-defined, with Executive Committee and six standing committees
- Board is highly involved in the budget process; detailed deliberations regarding financial crisis and what it meant for organization; active and engaged Audit Committee; held up its 2009 budget to resolve differences
- Implemented a budget that enhanced financial stability and also aimed for growth
- Uses board members to leverage resources, such as pro bono legal support and outside counsel
- Board members available to staff for consultation on legal issues; Executive Director proactively reaches out to Board for advice; open dialogue with Board leads to collaboration and discussion on opportunities
- Improved quality of Board as a whole by addressing non-engaged members at the margins; became more explicit regarding expectations; has written expectations for Board members, reviewed by Governance Committee with all candidates
- Participation and financial contributions of all board members are carefully monitored
- Board giving 100%; "Give or get" is $25k; total Board annual giving is $150,000 per year; steadily increasing Board giving (personal as well as firm contributions) by raising expectations
- Board Chair rotates every two years; process is formalized; Chair-elect has a 6-month overlap with outgoing Chair

Inclusive, Diverse and Responsive Organizational Practices
- Successfully focused on balancing budget after cuts, while preserving mission integrity (e.g., committed to reducing budget while preserving and even enhancing staff quality)
- In touch with constituents' needs and working to restructure organization to deliver maximum service
- Acutely aware of issues from Americans with Disabilities Act
- Has kept abreast of legal markets and their affect on the organization and the lives of New Yorkers
- Continual focus on efficacy of programs, e.g., reorganizing intake systems, clarifying case selection criteria and process, creating new fact sheets to empower clients, and developing a sign language video
- Proactively reaches out to its clients and has a structured intake process in place; each team tries to understand each client's goal, and staff have the autonomy to make decisions. Goal is to enable clients to communicate their issues in a way that will result in change

- Jointly litigates with pro bono partners; collaborates with community organizations to advocate for legislative change in order to close loopholes in state laws; legal model evolving from relying on pro bono counsel to taking the lead on campaigns

Enlightened Use of Human Resources and Technology
- Increased volunteer recognition on the website
- Use of distributive leadership to ensure leadership sustainability
- Innovative and entrepreneurial behavior encouraged to advance mission; distributes leadership responsibilities to spur entrepreneurial activity and alleviate supervisory burdens
- Leverages outside legal resources; engages lawyers from private firms as co-counsel in litigation, and recruits pro bono lawyers to provide legal services to community organizations
- Developed management structure that provides younger staff with greater opportunities to learn and grow professionally: e.g., mentoring of junior staff provides opportunities to work on interesting projects (e.g., advocacy), take advantage of knowledge of seasoned staff, and directly engage with lawyers
- Offers staff professional development opportunities by mentoring under-utilized administrative staff to take on advocacy work
- Strategic planning in 2009 developed new distributive leadership model to move organization to next level; retained staff with similar values, with positive staff feedback regarding transition
- Staff has autonomy, but NYPLI provides support, coaching and mentoring to team members in the form of biweekly team meetings, one-on-one meetings, and support from outside consultant and communications team

Regular and Effective Communications
- Communications used as tools for advancing advocacy; successfully links communications function with activities critical to NYLPI's mission
- Excellent recognition of multiple uses of communications to advance program outcomes and to enhance staff roles as thought leaders in their fields of expertise
- Leverages media to get free advertising (i.e. American Lawyer) to increase pro bono pool
- Successfully links communications function with activities critical to NYLPI's mission
- Strategic investments in communication have seen results in increased media coverage and general visibility
- Sophisticated communications practices; pressures public institutions to respond to a social issue by employing transparency and use of digital media, generating national attention; external success reflects internal practices

Other:
- Staff deeply engaged in thinking about strategies to increase revenue
- Multi-year planning including growth projections
- Development Committee engaged in the budgeting process
- Innovative in successfully pursuing new sources of revenue

Sadie Nash Leadership Project was founded in 2001 to promote leadership and activism among young women. The program is designed to strengthen, empower, and equip young women as agents of change in their lives and in the world. By increasing the participation of women in social, political, and economic decision-making, SNLP seeks to question and redefine the nature of leadership and to promote perspectives and practices that are cooperative, accountable, ethical, and effective.

Budget: $476,310   #Staff: 4 full-time, 35 part-time

Cecilia Clarke, Executive Director & **Coco Killingsworth, Board co-Chair**

Overall Management Focus on Results
- When considering any project, asks itself if the project is on mission and will it inform them back?
- Entrepreneurial without losing site of program goals; well-managed growth that is part of a strategic plan based on evaluation of hard data, with appropriate focus on replication and sustainability
- Program expansion based on evaluation and reflection; strong growth in programs guided by a set of management strategies that are appropriate for a small organization
- Strong immediate and interim results; committed to formal evaluation of programs (including use of outside consultants); has secured a grant for phase two evaluation; good structure for tracking short-term outcomes
- Data collection: regularly conducts surveys and convenes focus groups
- Tracks universal indicators in youth development: refined notions of leadership, civic awareness, social justice issues, college achievement/graduation, self esteem, and critical thinking
- Valuable learning from outcomes; modified programs based on collected data; low attendance and retention rate in afterschool program prompted two new program strategies and modified approach to recruitment and cultivation: (1) developed partnerships with local schools; and, (2) used local schools to conduct outreach for new in-house after-school program
- Replicable model – used train-the-trainer approach for Westchester program
- Established concrete measures related to management: fundraising systems, constituency leadership, Board diversity, and retention rates

Board and Governance Structure That Moves the Organization Forward
- Thoughtful board structures designed to insure stability when changes happen; officers precluded from being committee chairs; use board mentors and self assessments
- Diverse Board composition and structure: good focus on enhancing internal stability and committee structure; Board meets 6 times per year; Governance/Nominating, Finance, Program and Development committees
- Clear Board priority on planning for changes in leadership and leadership development; use Board mentoring, periodic check-ins, giving plans, and focus on contributions outside of monetized giving
- Impressive founder succession plan; formal succession planning is a part of the strategic plan
- Board's committee structure is a natural feeder for leadership roles on the Board; co-chairs are matched to ensure that individuals complement each other; 3 of 13 Board members are under 18
- Outreach is very discerning and does not necessarily look for individuals who are in lock-step
- Each new Board candidate meets with at least two existing Board members during the recruitment process and reviews schedules and commitments; Board member meets with Executive Director after voted in and checks-in 3 months later with one other Board member
- Innovative approach of staggering chairs by 6 months to create overlap and training period
- Board committees are strategic; annual board retreat focuses on models for growth, increasing depth and scope of services
- Board nurtures past officers and keeps them engaged in order to retain institutional memory
- Deliberately changed policy on term limits: dropped term limits, but focused on performance reviews

Strong, Transparent and Accountable Financial Management
- Transparent across all levels of the organization; sustaining resources is a major focus of management team; hired new staff, yet remained "budget neutral"
- Takes fiduciary responsibility very seriously; financial management practices support goals of good documentation and accountability; steady growth of 26% on average annually, reflecting growing funding commitments
- 2007 "boon year" – large corporate funder allowed carrying over a substantial fund balance into 2008 (1/2 of budget); established two new programs responding to critical client needs

- After closing 2008 with a sizable deficit, increased staff awareness and cut expenses by 8%; increased surplus by 4% in 2009; has 3-month reserves and hopes to have 6-month reserves in the near future
- Embodies a strong sense of collaboration and inclusion; 2008 deficit did not solely result from the financial crisis; underlying strength in the organization's ability to learn and "grow" from the situation
- Strong ability to attract and cultivate diverse donor segments

Inclusive, Diverse and Responsive Organizational Practices
- Sees itself as being very ambitious and "sharky" (constantly seeking new opportunities for growth and/or refinement); realized need for innovative and effective program based on shortage of opportunities for young women
- Undertook program expansion in Newark deliberately and systematically; board set benchmarks and sought institutional partner; participants undertook outcomes evaluation and SN held young women's focus groups; met with community members and reviewed findings at full stakeholder retreat
- Realized that expanded program (in Newark) needed community-based leadership to make it sustainable; hired a part-time site director who focused on strengthening community relationships
- Nurtures a "Youth Hybrid" model, whereby youth are integrated at all levels of the organization
- Improved student retention rate so participants see live examples of SN's success: e.g., one past youth participant (also on the Board with voting rights) chairs the Program Committee, is a part-time staff member, teaches a high school arts program and reviews Fellowship applications, while a college junior
- Uses tracking system to identify youth from SN programs who have gone on to various leadership positions
- Tailored curricula to better meet the needs of diverse constituents
- Uses explicitly-identified strategies to expand organizational resources and capacity; very responsive to differences in communities served e.g., Newark adaptations, identification of new opportunity to create fee-for-service programs aligned with mission

Enlightened Use of Human Resources and Technology
- Human capital is extremely crucial: leadership roles are used to deliberately groom staff, board members and student participants, creating a mission-driven training model
- Careful attention is paid to human resources strategies and structure: staff satisfaction is central to success; staff members are assigned roles that provide opportunities to develop professionally, embodying concept of "diagonal growth"
- In response to economic downturn, SN introduced career workshops for alumnae (program adaptation)
- Strong practice of integrating constituents into organizational leadership (e.g., full voting members on Board, staff positions)
- Good development of youth so organization can become more constituent-run over time
- Strong collaboration and teamwork reduces reliance on one leader; embraced two kinds leadership styles at once – normally collaborative, but hierarchical when needed
- Strong quality assurance by focusing on part-time staff supervision and training
- Staff is diverse and represents community served; good longevity of staff
- Innovative succession planning at management level; co-program director model

Regular and Effective Communications
- Good use of diverse range of media: events, video, social media
- Communicate story and brand well
- Actively engage a range of audiences: alumnae, past board members, all stakeholders
- Communications are mission focused; overall, strategy deliberately focuses on positive stories about the young women emphasizing strengths and leadership; consciously avoid communicating negative stories or tokenizing "youth at risk."

Effective, Ethical Fundraising and Resource Development
- Large volume of special events are low-cost and tend to generate individual donors
- Methodical approach to developing partnerships; grassroots events
- Cultivate individual donors with affinity group format
- Use special events as a vehicle for giving; individual giving levels have increased by 13% over last year
- Special Events also used as vehicles for branding
- Despite few staff, still able to execute multiple events each year with assistance from Board and host committees