

**City Harvest**  
[www.cityharvest.org](http://www.cityharvest.org)

City Harvest exists to end hunger in communities throughout New York City. We do this through food rescue and distribution, education, and other practical, innovative solutions.

**Budget: \$50,766,937**

**# Staff: Full-Time: 107 Part-Time: 3 Volunteers: 1,800**

**Executive Director: Jilly Stephens**

**Board Member: Marjorie Sybul Adams**

**Overall Management Focus on Results**

- Sets annual objectives and goals that cascade all the way through the organization.
- Program managers create program plans, identify indicators, and think about potential partners for the next 3-5 years; program plans enable setting of goals/targets; regular review of these targets creates an environment of continuous improvement.
- Program managers conduct regular check-in meetings to discuss strategies and produce quarterly reports that inspire development managers to develop better proposals.
- Relies on metrics to inform its programming – analyzes response rate to direct mail and website hits; amount of food delivered (29 million pounds); financial growth rate (12%); and, food delivery costs (.23 cents per pound).
- Consistently uses data and seeks feedback from communities to develop and refine services; CH's detailed connection with the communities served enable it to build on the positive response to its Mobile Markets and build additional programming at those sites.
- Conducts detailed and ongoing analysis of metrics based on clearly articulated objectives, evidencing a culture of wanting to know what it does well and what it could do better. Data analysis of Mobile Market in the South Bronx informed the development of a new market in Bedford-Stuyvesant.
- Learns from challenges and is willing to redirect efforts when appropriate; e.g., partnership with FreshDirect on a Buying Club and a Community Supported Agriculture programs that were not producing results; programs were discontinued and funding was transferred to more impactful programs.

**Governance Structure That Moves the Organization Forward**

- Board Chair discusses goals for fundraising, committee participation, and volunteer requirements with every Board member and conducts an annual assessment.
- Alumni Board members are engaged regularly; non-Board members can serve on committees.
- 45% of Board consists of women; leadership team is also gender diverse.
- Changed Board terms from two, three-year terms (total 6 years), to unlimited, three-year terms with individual performance evaluations to avoid talent drain and provide opportunities for Board members to transition off.
- Each year, Board members submit the amount they expect to give and receive based on performance assessments from the previous year, with a give / get requirement of \$20,000.
- Ethnic diversity on the Board is between 15 and 20%.

**Strong, Transparent and Accountable Financial Management**

- Budgeting process is top-down and bottom up; monthly variance and reforecast reports, and daily cash reports are created by middle managers and sent to the senior leadership team.
- Organization-wide and program-specific financial information is included in quarterly dashboard and a mid-year reforecast is used to create the budget template for the following year.
- 3-5-year program plans are tied to the budget model; program results tie back to revenues, and results tie back to budget.
- Good use of financial planning to guide growth and development of realistic contingency plans, in the event current fundraising successes begin to wane.
- Has impressive reserves (6 months) and extraordinary success with fundraising during much of the economic crisis (a 40% increase in net assets since June '08).

**Inclusive, Diverse and Responsive Organizational Practices**

- Actively reaches out to traditionally underserved communities via the *Healthy Neighborhoods* program.
- Diverse groups of constituents are represented on the Food Council.
- Addresses needs of emerging community; (e.g., Kosher foods.)

- Hires people who represent the neighborhood served; hired coordinators for *Healthy Neighborhoods* program who live in the neighborhoods served.

### **Enlightened Use of Human Resources**

- Has strong HR practices; cross-functional organizational structure creates a healthy team environment; buddy system for new employees and flexible work environment.
- Uses SMART goals (Specific, Measureable, Attainable, Realistic, Time-bound); each employee partners with their supervisor to identify 4 goals plus a professional development objective that tie in to larger departmental and organizational objectives.
- Aligns performance evaluations across departments in advance of merit-based raises to promote parity and staff development through merit-based performance management system; in the past three years, promoted 30 staff.
- Strategic activities related to promotions, retention and recruitment links mission and strategic plan.
- Has strong programs in place to cultivate leadership from within and ensures that high performing employees are given incentives to stay.
- Very impressive internal talent review, demonstrating a progressive and proactive approach to succession issues.
- HR committee performs an important function, unlike some nonprofits.

### **Regular and Effective Communications and Technology**

- Multifaceted communications strategy; tailors communications to segmented audiences.
- Has strong practices to measure external and internal communications. E.g., in Staten Island, feedback showed that there wasn't sufficient access to healthy food within the neighborhood; as a result, starting to work with bodegas to improve their selection of healthy foods and worked with other community partners to start a youth-run farmers' market.
- Input from various constituents is a priority as evidenced by extensive use of focus groups, customer and driver feedback forms, site visits, open communication with its "partners" and quantitative analysis of its various communication practices.
- Uses Raisers Edge and WealthPoint to manage customer relationships; also has an IT Advisory Council comprised of Board, staff, and corporate partners.
- Healthy Eating Campaign supports efforts to build demand for nutritious food in low-income neighborhoods, with analysis of residents' reactions to messages informing future campaigns.
- Has used UPS software, RoadNet and MobileCast to plan more efficient delivery routes.
- Impressive success with social media campaign; has 25,000 Facebook followers, including a monthly jump from 600 to over 12,000 fans following a match campaign.

### **Effective, Ethical Fundraising and Resource Development**

- Cultivates a diverse donor base and aggressive fundraising goals allowed CH to grow budget during fiscal downturn.
- Fundraising up by 35% (Direct Mail=25%; Partnerships=10%; Special Events=15%; Institutional Giving=30%; Major Donors=20%).
- Strong on systems testing: e.g., testing donor letters and detailed analysis of direct marketing. The same rigor is applied to messages designed to have programmatic impact (nutrition education) as for fundraising messages.

**Harlem Academy**  
[www.harlemacademy.org](http://www.harlemacademy.org)

Harlem Academy is an independent school (grades 1-8) that prepares bright, motivated students for success at top secondary schools and lifelong learning. The school offers merit-based admissions, cultivates strong family partnerships, and ensures its economic diversity by meeting all demonstrated need for tuition support.

**Budget: \$1,812,993**

**# Staff: Full-Time: 22 Part-Time: 5 Volunteers: 250**

**Head of School: Vincent Dotoli**

**Board Chair: Mark Johnston**

**Overall Management Focus on Results**

- Promotes organizational evolution by remaining mission focused, evidence driven, setback inspired, and agile; e.g., adopted Singapore Math Program when quantitative reasoning test scores were stagnant; scores improved 10% in 1 year.
- Collects, tracks, and analyzes qualitative and quantitative data related to programs and operations; e.g., examines students' results, enrollment data, teachers' performance assessments, and organizational data.
- Visited schools across the nation to collect best practices in character development programming; resulted in "Four Pillars," Integrity, Initiative, Compassion, and Determination, which are used to guide practices.
- Has an open culture of inquiry; innovation and challenging assumptions are celebrated. E.g., in last annual review of admissions procedures, staff proposed that the correlation between admissions rankings and actual performance might not be as high as it could be. To test their hypothesis, graduate interns analyzed data and discovered that admissions process tilted toward stronger prior academic experience rather than potential for growth; the admissions protocol was revised to test specifically for growth potential.
- Uses many tools to drive improvement and evaluate strategies: e.g. standardized testing, surveys for different constituent groups, and A/B testing for communications materials.
- Uses productivity guide for staff to develop monthly goals based on job description and mission. Monthly meetings review successes and challenges, ensuring strategic prioritization, collaboration, and cross-pollination of best practices.

**Governance Structure That Moves the Organization Forward**

- Board has 3 full-day meetings per year, allowing for comprehensive evaluation of progress and adherence to mission.
- Board actively engages in fundraising: in 2008-9, made about half of introductions to major donors.
- Based on 2010 Board survey, re-focused to fewer meetings and more committee work and created online social network.
- Trustees are seen as volunteers; Board participates in conducting tours, hosting events, leveraging donated technology and getting pro bono assistance.
- Board members serve on Communications Committee along with parents and staff.
- Trustees dedicate a retreat to evaluating the head of school's progress toward realization of the mission; incorporates survey results from families, trustees, and parents; summary shared with staff in fall to guide annual goal setting.
- Engages teachers in Board meetings, demonstrating transparency.
- Board finance committee reviews a financial dashboard monthly and the full board reviews financial performance quarterly. The board finance committee leads the strategic planning process and participates actively in budgeting.

**Strong, Transparent and Accountable Financial Management**

- Fiscal management and planning is collaborative and includes all management areas.
- Annual operations and cash budget inform strategic plan; possible scenarios are designed to provide paths if corporate funding is cut, families experience increased inability to pay for tuition, or many other circumstances.
- Has achieved a surplus every year; cash on hand increased by an average of 27% each year; ended 2010 with 167 days' (nearly 6 months) cash on hand.
- Efficiency achieved by engaging volunteers and empowering staff within flat administrative structure; cost per student is 60% of average for NYC independent schools and on par with NYC public schools, while school day is 36% longer.
- Responded to financial crisis with disciplined financial reporting and forecasting revenues and expenses every 4 months (3 times /year).
- Reduced management costs as a percentage of total operating expenses by 42% in last 4 years.
- Strategic planning committee monitors financial position and budget revisions against actual spending; provides long-term financial goals and planning guide for future growth and sustainability.

- Budgeting begins with programmatic goals within the context of the strategic plan and revenue forecasts.

### **Inclusive, Diverse, and Responsive Organizational Practices**

- Adapts to changing demographics with sliding scale tuition and needs-blind admissions to match families' needs.
- Strong parent engagement through four parent committees focused on hiring, admissions, outreach, and fundraising.
- Broad focus on health-related issues and needs of community served; to counteract alarming trends in obesity, launched healthy snacks and meals program and emphasizes exercise and recreation.
- Impressive diversity in socioeconomic status and race among students and staff; students are 59% African-American, 26% multiracial, 13% Hispanic, 2% Asian; one-third from low-income families, one-third from working class families, one-third from middle/professional class families; trustees averaged 30% minority over past 5 years; staff 59% white, 32% African-American, 4.5% Asian 4.5% Hispanic.

### **Enlightened Use of Human Resources**

- Cultivates staff via "Fellows" program; hosts graduate students in education administration for year-long internships; and leverages skills of broad base of volunteers.
- Parents play important role in hiring; interview potential teaching candidates.
- Great reflection and focus on performance and results; students' performance and surveys of head of school and from parents are constantly studied, and decisions based on data.
- Habits of sharing and collaboration built into staff's work via Productivity Guide and discussions.
- Anonymous evaluations of head of school demonstrate open, honest and collaborative atmosphere.
- 100% of parents volunteer at least four hours per month; parental involvement gives parents a stake in their children's education, reflecting "Client as Partner" strategy; in parent survey, 96% were satisfied with outreach.
- Everyone, from administration to teachers, students, and parents, required to give feedback and evaluations to find potential areas for improvement.
- Each department has its own handbook; performance is measured against mission-focused job descriptions, incorporating expectations from handbook.

### **Regular and Effective Communications and Technology**

- Strong evidence of branding consistency across the organization with focus on providing real-time window into the school; developed a View Book which has multiple audiences with organizational management practices included.
- Regularly communicates with diverse audiences; consistently send e-blasts, postcards, and letter mailings to make sure HA's stakeholders are constantly informed; parents report being pleased with regular communications and ease of finding information.
- Data-informed strategy ties communications back to results; surveys help inform direction; tracks communications success with page views and e-newsletter open and click-through rates which exceed industry standards.
- Uses Google Apps to facilitate collaboration in a cost-effective manner.
- New cloud-based platform, "Schoolology," enables parents and students to easily access all files and information needed.
- Has a multi-stakeholder Communications Committee to help drive strategy. Parents, volunteers, head of school, development director, communications director, and trustees all represented.

### **Effective, Ethical Fundraising and Resource Development**

- Has clear fundraising goals with strong tracking mechanisms; total of funds raised directly determines what programs will and won't take place.
- Despite the economic downturn, fundraising grew by average of 22% per year for last 5 years, enabling annual growth of one grade per year and allowing increased aid to students (with needs-blind admissions).
- Uses data to inform strategy; found that funding prospects who visit the school are much more likely to donate and are critical in maintaining the school's growth. This led to creating a "View Book" to inform and "touch" this audience even if they had not visited the school.
- Board heavily involved: 50% of major donors referred by board

**Sanctuary for Families**  
[www.sanctuaryforfamilies.org](http://www.sanctuaryforfamilies.org)

Sanctuary for Families is dedicated to the safety, healing and self-determination of victims of domestic violence and related forms of gender violence. Through comprehensive services for our clients and their children, and through outreach, education and advocacy, we strive to create a world in which freedom from gender violence is a basic human right.

**Budget: \$13,442,040**

**# Staff: Full-Time: 138 Part-Time: 13 Volunteers: 2,300**

**Executive Director: Laurel Eisner**

**Board President: Loretta McCarthy**

**Overall Management Focus on Results**

- In an intensive Strategic Planning process, developed guiding principles, values, and new mission statement, resulting in program goals and organizational development goals; held multiple meetings to get buy-in from staff.
- Volunteerism identified as strategic priority, leading to the creating of a staffed Volunteer Program, embedded in the Development Department.
- Uses strategic plan as a living document, which focuses on nine priorities; measures success in the context of these priorities.
- Uses data analysis to identify new program needs—e.g., innovative Economic Empowerment Program (EEP) was launched in 2005 and expanded in spite of economic downturn as a result of data analysis; program last year helped 700 clients with job readiness, career planning, personal finance education, economic advocacy, referrals, and needs-based financial assistance, as well as a new service-sector job training program.
- Uses data analysis to identify trends, which are regularly reviewed by the ED; Board gets detailed overview of service statistics, demographics, and trends once a year.
- Program Committee of Board meets 4-5 times per year, in person, to hear presentations by program managers and give feedback on program results.

**Governance Structure That Moves the Organization Forward**

- Conducts periodic gap analyses to ensure Board has a diverse composition.
- Every Board member serves on at least one committee each year; members serve on Board for three 3-year terms.
- Strong practice of nurturing the next layer of leadership. (E.g., Board President trains replacement for one year before leaving).
- 40% of private revenue generated by the Board and President's Council.
- Four affinity groups used as feeder groups for the Board: President's Council, Legal Advisory Council, Associates Committee and Mothers' Council. President's Council also serves as highly effective way of keeping Board members closely involved with Sanctuary after they term off the Board.
- Impressive development of leadership and maintaining relationships; e.g.: Chair and founder of President's Council was recruited and joined Board based on personal interest and continues due to personal interest.

**Strong, Transparent and Accountable Financial Management**

- Uses a 162-page financial manual created with help from a consulting firm working closely with staff in response to a financial audit, demonstrating willingness to engage with professional consultants.
- Strong scenario planning built into its fluid budgeting process, resulting in good dialogue between finance, ED and Board.
- Staff and Board leadership have strong grasp on liquidity/unrestricted funds.
- All department heads get regular variance reports and projections.
- Launched multi-year individual giving campaign to diversify sources and increase private giving (upgraded and extended existing donors); was at 72-75% public support, now at 62% public and near 40% private/individual support.

**Inclusive, Diverse and Responsive Organizational Practices**

- Strong volunteer management plan in place; 2,332 volunteers provided 73,000 hours of service last year.
- Committed to hiring bilingual and multicultural staff and delivers language-appropriate services to diverse clientele; direct service staff speaks 33 languages.
- LGBT and Sex Trafficking Initiatives are good examples of concrete responses to emerging needs.

- Broad staff and volunteer language capacity allows for translation and interpretation for legal services, extensive availability of foreign language outreach materials, and CBO/community outreach in monolingual communities.

### **Enlightened Use of Human Resources**

- Conducted large-scale compensation study to ensure that salaries were competitive in the marketplace, and regularly reviews compensation to ensure both internal and external equity.
- Manager of Volunteer Resources manages 2,000+ volunteers (including social workers and law students) and has a database that matches volunteers with service interests.

### **Regular and Effective Communications and Technology**

- Good focus on branding and use of Style Guide to ensure consistency across organization.
- Strong constituent outreach in the form of “affinity groups”; good approach to generating involvement and cultivating donors.
- Uses data to drive communications with certain affinity groups or other stakeholder/client groups by tracking such measures as response rate to specific mailings and size and scope of constituencies, including clients and volunteers.
- Uses website increasingly as an educational tool; uses live streaming and podcasts on sex trafficking as a human rights issue directly related to domestic violence, as well as to promote other advocacy campaigns.
- Is able to reach 20,000+ individuals in the community through outreach and training.
- Has a twelve-member development and communications committee.
- Very strategic with advocacy work; developed a multi-campaign strategy and successfully affected legislation. Advocacy victories are outcome driven: e.g., lack of criminal consequences for choking identified as a problem; Sanctuary partnered with NY State Legislature to draft a new law in 2010, imposing stiff new penalties on perpetrators; to date, 2,000 arrests for strangulation attempts, representing a statewide change in how crimes are prosecuted.
- Developed a series of innovative, custom-built legal and clinical databases beginning in 2005.

### **Effective, Ethical Fundraising and Resource Development**

- Development Department is able to track the origins of virtually all donor referrals and how donors come to Sanctuary.
- Highly sophisticated use of 2,000+ volunteers allows Sanctuary to carefully match volunteers’ abilities and interests to agency needs. E.g., using volunteers, Sanctuary was successfully able to provide a Polish document translation to a City Council member in three days.
- Good focus on fundraising ratios and able to shift donor base in a short period of time.
- Board contributes significantly, and Sanctuary is able to secure multi-year pledges from Board members.