Harlem RBI
www.harlemrbi.org

Harlem RBI's mission is to provide inner-city youth with opportunities to Play, Learn and Grow. It uses the power of teams to coach, teach and inspire youth to recognize their potential and realize their dreams.

Budget: $13,049,466   **Staff: Full-Time: 63   Part-Time: 111   Volunteers: 241**
Executive Director: Richard Berlin   **Board Chairman: Kenneth Rosh**

Overall Management Focus on Results
- Mission statement includes a strong description of the organization's core purpose.
- Very clear mission goals with objectives that are manageable and measurable.
- Engages in strategic planning with multiple stakeholders every three to five years to revisit the organization's direction and define goals.
- Strong strategic planning process guides the organization's daily operations.
- Effectiveness of strategic plan is reflected in steady achievement of long term organizational goals as well as participant achievement.
- Leadership informs board of progress with a "Box Score" (balanced scorecard) that measures performance across functional areas and progress towards established goals.
- Systematic approach to goal setting and accountability to meet organizational goals.
- Monitoring of the strategic plan includes not only progress on goals but also an assessment of readiness to achieve subsequent steps.
- Strong accountability has led to expansion of primary organizational goals, including opening a charter school and expanding summer programming.
- Thematic (baseball) names create a strong connection between the organization's mission, goals, annual performance and strategic plan.

Governance Structure That Moves the Organization Forward
- Board is actively engaged in fundraising and in steering major decision-making.
- Board is strongly involved in weighing risks for the future of the organization as to not dilute the franchise.
- Board Report Cards are used to track and evaluate each board member's fulfillment of a specific set of roles and responsibilities.
- Uses Board Report Cards as a tool to improve board performance and engagement.
- Executive Director and senior development staff meet with Board members individually to discuss yearly contributions.
- As ambassadors of the organization, Board members regularly visit programs and strengthen their connection to the mission.
- Board recruitment is strategic and based on the direction of the organization.
- Established policy of considering Board prospects with prior involvement with the organization as a means of evaluating the candidate's leadership strengths and gauging his/her "fit" with the organization's culture.
- Board receives regular updates and is never surprised – constant flow of communication between Board and staff.

Strong, Transparent and Accountable Financial Management
- Board actively involved in designing a financial disaster policy that is thoughtful, relevant and incorporates big-picture strategies.
- Proactive board oversight and monitoring of forward-thinking financial practices.
- Strong commitment to bottom-up budgeting.
- Involves staff at all levels of the organization in discussions about budget reductions in order to improve "buy in" for austerity measures.

- Monthly variance reports showing spending against budgets and available resources through year-end provided to program managers to assist with budget implementation.
- Board reviews revenue history as part of the budget approval process.
- Monthly Finance Committee review of financial statements showing performance versus budget, performance versus prior year and a forecast to year-end.

Inclusive, Diverse and Responsive Organizational Practices

- Proactive policies to ensure a diverse and responsive organization that is aligned with the community served.
- Ensures a culturally competent organization by going beyond diversity training and engaging a trained consultant to administer individual cultural competence "inventories" and provide each staff member with reports noting strengths, challenges and action steps.
- Develops new programs to respond to emerging needs in the community (e.g., social work staff launched a gay/straight alliance to support the organization's LGBTQ population).
- Hired a Director of Community and Government Affairs to increase efforts to build relationships with the community and pave the way to create beneficial programs and projects despite short-term impact on the community.

Enlightened Use of Human Resources and Information Technology Resources

- Split human resources department into two branches: human resources (administrative) and talent development.
- Talent Development department focuses on staff support and professional development.
- Annual performance evaluation process uses a "360" approach, in which each employee receives feedback from self, supervisor, direct reports and peers from both inside and outside his/her department.
- Promotes staff unity and cohesiveness through "What's Going On" meetings, weekly meetings where all staff have an opportunity to discuss important goals and activities for the week.
- Staff job descriptions are keyed in to organizational needs.
- Staff goals and expectations are aligned with organizational goals and outcomes.
- Hires with future needs in mind to ensure the organization is staffed appropriately for expansion and growth.
- Contingency planning for multiple staff positions and selected upper-level management – focused on developing "benches" for all management positions.
- Leadership team conducts quarterly talent reviews to identify and discuss "high potential" and "high performing" staff who may be targeted for future leadership roles.
- Designs staff development plans according to possible succession scenarios.

Regular and Effective Communications and Use of Communications Technology

- Effectively leverages celebrities to reinforce brand recognition.
- Provides staff training and has policies in place to ensure consistent use of the organization's brand and style.
- Integrated communication strategies garner increased media attention.
- Brand identity is strong in all messaging and communication both internally and externally.
- Mindful of telling the story of the community without exploiting it.

Effective, Ethical Fundraising and Resource Development

- Strategic shift away from a campaign fundraising model to a major gifts model to combat donor fatigue and improve the efficiency of development staff.
- Diverse and balanced funding sources – no single donor or funding source represents more than 5% of the organization's annual operating revenue.
- Strong Board commitment to resource development.

Open Door Family Medical Center
www.opendoormedical.org

Open Door Family Medical Center's mission is to provide quality health care and human services at affordable prices to the community, particularly low-income, under-served residents and those lacking access to health care.

Budget: $35,681,881   **Staff: Full-Time: 247   Part-Time: 54   Volunteers: 71**
President & CEO: Lindsay Farrell, MBA, FACMPE   **Foundation Board Chair: David K. Sherman**

Overall Management Focus on Results
- Continuous data-based review of mission relevance – "Management by measurement."
- Measurement philosophy emphasizes outcomes and results as well as process and progress.
- Electronic health records and dashboard provide data that help management focus on advancing the mission.
- Management strategies as reflected in the strategic priorities are aligned with mission.
- Productivity goals and objectives are predicated on best practices, benchmark data, constant review of productivity, feedback loops and clinical outcomes.
- Performance Improvement Committee reviews clinical performance "report cards" and outcomes summaries measuring clinicians' productivity.

Governance Structure That Moves the Organization Forward
- Established a Foundation Board to address challenges created by Operating Board requirements.
- Board recruitment strategy includes roundtable discussion groups and town hall meetings within the communities served.
- Annual Board retreat to examine financial and operational needs, share perspectives and establish priorities.
- Invests in formal Board training to increase Board effectiveness.
- Appoints a seasoned mentor to each new Board member to ensure that new member receives ongoing Board training, assistance throughout his/her first years of service, and opportunities to share expertise.

Strong, Transparent and Accountable Financial Management
- Comprehensive and participatory budgeting process.
- Budget development is guided by 5-year strategic plan with consideration of provider productivity levels, payer mix, and revenue sources.
- Dashboard indicators in place to monitor, evaluate and improve multiple areas of operation, including financial management.
- Overhauled business model during economic downturn.
- Strong financial practices for planning and review.
- Pays close attention to key opportunities in healthcare field to leverage resources and other supports.
- Monthly cash flow reporting.

Inclusive, Diverse and Responsive Organizational Practices
- Diversity and cultural competency are core values and inform governance, board composition, staff recruitment and other aspects of the organization.
- Tuned in to community needs – proactive in listening and seeking input.
- Participation of a broad representation of stakeholders in addressing community needs.
- Board and staff are reflective of patient constituency and many are also clients of the organization.
- Clear pipeline and thorough, targeted practices for recruiting from the community, using appropriate models from the private sector.
- Recognizes that meeting community needs is measured not only by clinical results but also by attention to patients' perceived needs, customer service and health literacy.

- Investment in patient advocates on staff.
- Emergent needs determined through client surveys.
- Annual assessments of cultural competency included in staff reviews.
- Collaborates with other organizations to establish industry best practice models for prescreening applicants, on-boarding staff and rewarding staff effectively.
- Stays open on most holidays to increase access to clinics and services.
- Concerted effort to address clients' needs through training, feedback and management focus on diversity, language and culture.

Enlightened Use of Human Resources and Information Technology Resources
- Uses an annual staff effectiveness plan, informed by employee feedback (employee satisfaction survey, exit interviews, orientation evaluations and employee evaluations), to establish HR and staff development priorities.
- Dedicated Board Human Resources Committee that focuses on the needs of staff.
- Presents staff effectiveness plan to the Board's HR Committee and then to the full Board for approval.
- Invites employees to monthly board meetings and encourages them to interact directly with the Board.
- Partnership with local college trains students and sources future employees.
- Offers generous tuition reimbursement for medical training to support minority students in building their careers in healthcare.
- Uses employee turnover data and metrics on staff effectiveness to improve HR practices and guide HR decisions.
- Succession plans are formal, updated every few years, and written for several members of the senior management team.
- Reflectively integrates technology into the work and management of the organization.
- Prioritizes staff training to ensure proper use of technology.
- Employee information – manuals and benefits – are available on a shared drive at all times.
- Data extracted from fully integrated electronic health records are used to improve internal processes and manage staff (e.g., clinicians).
- Innovative implementation of IT systems to monitor and evaluate clinical, financial and operations data.

Regular and Effective Communications and Use of Communications Technology
- Excellent sense of how community receives information.
- Uses multichannel communications (mobile, word of mouth, website, online patient portal, voice and text messages, social media, print, etc.) to reach clients, other stakeholders, and the public.
- Increased investment in communications has led to a growing number of patients and improved communication with current clients.
- Conducted a communications study, including focus groups with multiple types of stakeholders, that led to the creation of "Expert care delivered with respect" tagline that informs all development messages and materials.
- Online patient portal allows patients to access physicians and their own health information.
- Use of online portal is tracked monthly; portal users treated as an additional source of analytic data.
- Identified market segments (11 of them) with whom to communicate.
- Staff wide training program (A Welcoming Organization) on communications strategies.
- Strong commitment to internal and external communications.
- Relies heavily on technology for internal communications (e.g., online staff newsletter).

Effective, Ethical Fundraising and Resource Development
- Established a separate foundation for private fundraising.
- Foundation Board members sign a formal board expectation statement and conflict of interest form.
- Foundation Board members are actively engaged in fundraising, establishing goals and contributing through

recruiting donors.
- Donors are engaged through a Volunteer Program that also serves as a pipeline for board leadership.
- Board and senior management understand the value of technology for accessing existing and new funding opportunities (e.g., ACA).
- Strategic about fundraising and new sources of public funding.

Red Hook Initiative
www.rhicenter.org

Red Hook Initiative believes that social change to overcome systemic inequities begins with empowered youth. In partnership with community adults, RHI nurtures young people in Red Hook to be inspired, resilient, and healthy, and to envision themselves as co-creators of their lives, community and society.

Budget: $795,743 **Staff: Full-Time: 5 Part-Time: 61 Volunteers: 5**
Founder & Executive Director: Jill Eisenhard **Board President: Lisa Cowan**

Overall Management Focus on Results
- Very comprehensive process for evaluation and outcomes.
- Leverages the work of a local university to help establish metrics.
- Developed a formal theory of change that cuts across all youth development programs.
- Extensive program evaluation plays an integral role in guiding results.
- Annual full-day, all-staff planning session, reflecting on successes and challenges of the previous year and setting goals for the upcoming year.
- Emphasizes youth participation in planning and evaluation processes, which are designed to be as much learning experiences as they are means for measurement and improvement.
- Presents outcomes in terms of youth going to college and other staff getting better jobs – all mission driven.
- Staff observation and feedback process leads to changes within the organization.
- Uses community feedback and input to revise the organization's direction.

Governance Structure That Moves the Organization Forward
- While strategically recruiting board members for their expertise in specific areas, the organization still has managed to have a board where 91% of members live or work in Brooklyn, 45% are Black or Latino, and 64% have experience in youth development.
- Board is engaged in traditional functions, such as fundraising, and also in frequent meetings to assist and oversee the organization.
- 70% of Board members working directly with staff and/or youth members on projects is indicative of a Board that is connected to the mission and committed to the goals of the organization.
- Executive Director's weekly updates to the Board demonstrate great transparency and communication.
- Board pledge form at the start of each year holds Board members accountable to personal goals for giving, getting, and participating in Board committees. Pledge form is revisited mid-year and at year-end.
- Board trained in fundraising practices and implemented monthly Fundraising Committee meetings to meet the needs of the organization and growth approved in the budget.
- As part of the organization's succession planning, Board and staff created a "bird's eye view" calendar, outlining the annual lifecycle and timelines of the organization in a daily, weekly, monthly and quarterly basis from the perspective of Board, programs and management responsibilities.

Strong, Transparent and Accountable Financial Management
- Board's budget approval process involves comparing the projected budget with the current year budget and actuals.
- Board Finance Committee developed a worksheet to help predict income for the coming year.
- Board Finance Committee meets bi-monthly to review financials.
- Quarterly cash flow projection is created at the beginning of the year, and when cash flow is a concern, a bi-weekly cash flow report is created.
- Secured a line of credit to bridge gaps in funding.
- Increased budget to support staff at the senior level in an effort to prepare for the future transition of the Founding Executive Director.

- Created a financial policies handbook that outlines separation of duties, functional expense policies, system of checks and balances, payroll approval process, etc.
- Plans ahead for funding streams that are expected to end.
- Board understands responsibility for the organization's financial health and discusses how much risk the organization can take on at every board meeting.

Inclusive, Diverse and Responsive Organizational Practices
- Policy of hiring and training from the community ensures that the organization is responsive to community needs (78 of 81 (96%) staff are from Red Hook).
- Hiring policy and management are mission-based.
- Youth members and local staff help guide the organization in identifying and addressing issues of concern within the community.
- Program goals are strongly directed by community needs (e.g., LGBTQ programming for youth who felt that Red Hook lacked a safe space for gay youth).
- Programmatic goals are dependent on diversity and hiring within the community (e.g., hiring teens directly addresses unemployment in Red Hook).
- Bilingual staff and translation of materials into Spanish to serve a neighborhood that is 40% Spanish-speaking.
- Cultural competence exemplified by interactions with local schools, including experience-based enrichment program and individual representation for families.

Enlightened Use of Human Resources and Information Technology Resources
- Executive Director's evaluation includes feedback from staff and Board.
- Youth members evaluate group facilitators twice each year; feedback and suggestions are used to improve program and staff performance.
- Management hiring, training and program decisions are tightly connected with mission-based theory of change.
- Care and development of human resources is part of the organization's mission.
- Extensive training, supervision and support of staff has a direct impact on the surrounding community and the organization's mission.
- Staff trainings offered based on needs identified during staff reviews.
- Weekly professional development meetings for youth staff with minimal work experience.
- Novel professional development matrix outlining growth opportunities in six employment areas.
- Staff evaluated twice each year.
- Human resources policies are explicitly and intentionally flexible to accommodate life situations of employees who would not otherwise be able to maintain employment.

Regular and Effective Communications and Use of Communications Technology
- Regularly uses storytelling to communicate with donors.
- Social media, press and publicity effectively integrated with Fundraising Committee's work plan.
- Website updated to include youth-generated content.
- Includes program participants in site visits with funders, gives them speaking roles at events, and involves them in program design and planning.
- Multi-channel communications are frequent, vivid and effective in reaching donors and other constituencies.
- Mindful of corporate sponsorships that may not lead to sustainable results.

Effective, Ethical Fundraising and Resource Development
- Monthly meetings of Fundraising Committee structured around an annual work plan and concrete organizational goals.
- Leverages Board connections for fundraising purposes.

- Individual fundraising from community served.
- Annual fundraiser capitalizes on changes in the local context.
- Each element of the annual fundraising event is maximized to create mission-related opportunities for program participants and to achieve organizational goals.
- Fundraiser viewed as a window for future donors.
- Multi-pronged approach for fundraising for a new building, securing funds from state government, individuals, foundations and local businesses.