

Examples of Excellence Presented at 2017 Best Practices Workshop

Children's Aid

www.ChildrensAidNYC.org

Children's Aid's mission is to help children living in poverty succeed and thrive.

Year Founded: 1853 | **Budget:** \$130,373,000 | **FT Staff:** 1,000 | **PT Staff:** 906

Volunteers: 600 | **Board Members:** 30

President & CEO: Phoebe C. Boyer | **Board Chair:** Iris Abrons

Overall Management Focus on Results and Impact

- Use web-based, data-driven outcomes tracking systems to follow progress of all participating youth.
- Excellent combination of an organization-wide approach with staff as well as Board that narrows in on specific outcomes; structures to assess impact and impact shifts structure.
- Office of Performance Management measures impact across all of the divisions of organization and is embedded in programs.
- Quarterly Executive Outcome Meetings to oversee and adjust efforts.

Governance Structure Moves the Organization Forward

- Board committees leverage resources, oversee policy, ensure accountability, utilize data to inform recruitment with skills matrix, and annually evaluate effectiveness against goals.
 - Committees go beyond the traditional; Board Strategy and Excellence
- Board has written job descriptions with detailed expectations of time, expertise, attendance at events and board meetings, participation with constituency and fundraising.
- Engaging non-board members as advisors in a creative way by having volunteers actually participate in board committees as non-voting members.
- Implementation and usage of term limits.
- Incoming trustee diversification.

Financial Management is Strong, Transparent, and Accountable

- Strong integration of finance, development, and programs when launching new program and evaluating existing programs.
 - Staff training to address true full cost of programs and agency advocacy on the topic
 - Budgeting process is informed by program teams
- Engaging in process to develop comprehensive five-year projections.
- Long-term perspective on the use of real estate and capital.

Organization is Diverse, Equitable, and Inclusive

- Established common practices and a methodology for measuring effectiveness of diversity initiatives within organization and/or affiliates led by human resources and diversity practitioners.
- Engaged with national survey to benchmark organization and explore results by division.
- The Regional Cabinets are a tool to stay in close touch with the communities served.
- Leveraged Board expertise in the area to provide counsel on addressing systemically.

Human Resources are Valued and Developed

- Integrated divisions with constant feedback between development, programs, and finance.
- Associates Council offers opportunity for young professionals to support the agency.
- Seven core competencies are part of annual staff review process.
- Positive promotion practices and training for supervisors to become leaders.

Use of Information Technology Systems Improves Efficiency and Advances Mission

- Developed a technology strategic plan that aligns technology needs with business objectives.
 - Strong commitment to technology throughout organization that aligns technology to business goals and uses various analytics to ensure continuity, constancy and compliance.
- Intranet for internal culture and communications along with application to engage Board.
- Annual IT audit conducted by an outside firm.

Communications are Strategic, Effective, and Build Brand

- Rebranding of organization engaged all staff, community members, and Board
- Multimedia targeted approach to communicate with constituency (i.e. newsletter, Facebook, Twitter, Instagram, LinkedIn, blogs, email, print media).
 - Written Social Media policy that encourages clear and appropriate communication with constituency.
- Organization establishes regular formal and informal strategies for gathering feedback on services from target audiences, and identifies how this input will be considered and incorporated as appropriate.
 - Regional cabinet meetings comprised of representatives from various divisions and focus areas
- Developed a strong internal communications strategy with staff that included:
 - Staff summit, monthly department meetings, annual employee engagement survey, frequent supervisory updates, and focus on celebrating employee/organizational successes.

Fundraising and Resource Development are Strategic, Donor-Center, and Effective

- Concrete Annual Integrated Development Plan embedding brand identity into all fundraising efforts and tracking 3 primary goals (immediate monetary goals, 3-year growth goals, constituency goals) across each fundraising unit.
- Organization proactively engages and stewards year-round donor relationships and reinforces value of contributions to donors.
- Ongoing evaluation of fundraising work in regards to key metrics: scale, scope, position, and sustainability.
- Program staff understand they are partners in fundraising and fundraising seeks input from program staff.