



**Moderator:** Tiloma Jayasinghe, Chief Programs Officer, NPCC

**Panelists:**

- **Janelle Farris**, Chief Operating Officer at Brooklyn Community Services
- **Pavitra Menon**, Director of Leadership and Professional Development at Community Resource Exchange (2017 Awards Selection Committee member)
- **Daryl Samuel**, Director of Human Resources and Administration at New York Lawyers for the Public Interest

**Agenda**

10:00 AM – 10:05 AM	Welcome
10:05 AM – 10:20 AM	Moderator and Panelist Remarks
10:20 AM – 11:20 AM	Panel Discussion and Useful Tools & Resources
11:20 AM – 11:50 AM	Q & A
11:50 AM – 12:00 PM	Closing Remarks

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*The Pathways to Excellence workshop series is an outgrowth of The New York Community Trust Nonprofit Excellence Awards Program, managed by the Nonprofit Coordinating Committee of New York in collaboration with The Trust and The Clark Foundation. WYNC is the media sponsor.*

## ORGANIZATIONAL PROFILE

### **Brooklyn Community Services**

#### ***2017 Gold Prize Winner for Overall Management Excellence***



Brooklyn Community Services' mission is to empower at-risk children, youth and families, and adults with mental illness or developmental disabilities to overcome the obstacles they face, as we strive to ensure opportunity for all to learn, grow and contribute to ONE Brooklyn Community.

BCS is celebrating 150 years of service and impact in Brooklyn. Since its establishment in 1866 in response to the plight of disabled Civil War veterans and homeless children, BCS has remained committed to our community and has been on the front line of every major crisis that Brooklyn has faced, from the influenza epidemic to the Great Depression to the September 11th tragedy to the devastation of Superstorm Sandy. For 150 years, our purpose has been to serve our community.

Today, BCS is one of the longest serving nonprofit, non-sectarian social service providers in New York City. BCS also seeks to increase public awareness of the impacts of poverty on individuals and the community at-large. With over 25 sites around the borough, BCS serves approximately 18,000 people every year.

Brooklyn Community Services supports countless families at risk of separation; has supported and stabilized people with psychiatric illnesses; helped adults with disabilities participate fully in the community; enabled people to move from welfare to work; and offered guidance, education and support to children and young adults. Services are offered in the following areas:

Early Childhood Education  
After-School Education  
Youth Development  
Family Services

Workforce Development  
Mental Health and Wellness  
Services for People with Intellectual Disabilities

#### **Examples of Excellence Identified by the 2017 Selection Committee:**

- Utilize technology to connect staff across different sites via meetings, events, forums and newsletters.
- Each year there are multiple rounds of merit increases to recognize high-performing staff and equity adjustments and to address internal disparities.
- Strong use of volunteers as pipeline for staff and board positions.
- Succession planning within departments to build bench of leaders and ensure knowledge transfer

## **Organizational Profile: Community Resource Exchange (CRE)**

CRE is a nonprofit consulting firm that provides the strategies and tools needed to build sustainable, high-performing organizations that improve people's lives and drive social change. We partner with nonprofits, foundations, and government agencies to set ambitious goals for success – and then we help them get there. Together we work to reduce poverty, promote equity, and increase opportunity.

We believe that social sector organizations deserve accessible solutions to the challenges they face. Our diverse team of expert consultants provides customized strategies that blend deep consulting experience with operational expertise to help leaders succeed in an environment of complexity and change. We tap the transformative power of assessment, data, strategy, leadership, and collaboration to help organizations plan smartly, operate effectively, and produce results.

We understand that each organization is different, and our customized consulting, coaching, peer-based learning, training, and assessment reflect this diversity. Our work focuses on the foundations of organizational success: effective leadership, high performing staff, financial stability, and impactful programs. When organizations are clear about their social value, deliver high quality work, practice continuous learning, and can sustain their results over time, they are stronger and more impactful. We're a nonprofit too, so we get it.

### **Our Services**

#### **Strategy and Planning**

CRE approaches all planning – strategic planning, business planning, and program planning – as a process to make the best decisions now that will guide the organization in the future. We partner with our clients to ensure they are informed by meaningful data, leading to actionable decisions. Planning aligns stakeholders, sets clear goals for success, and supports organizations in making effective use of limited resources to ensure sustainability while maximizing and measuring impact. The end-goal of all planning efforts is to enable nonprofits to better achieve their missions in a financially sustainable way.

#### **Organizational Management**

CRE knows that nonprofits operate in a complex environment and works with them to prioritize impact and sustainability as they grow. We use customized assessment tools and methods to determine what changes an organization should implement, when, and why. We partner with them to achieve these results, paying close attention to what is required to realize and manage change. Whether it is board development, HR management, or risk assessment, our team's extensive knowledge paired with our practical approach allows nonprofits to achieve stronger results.

#### **Talent and Innovation**

At CRE we know that having the right people in the right roles is essential to an organization's growth and success. Our talent management and innovation practice not only focuses on developing practices, processes, and systems that attract, develop, and retain talent, but goes deeper to address team effectiveness, culture change, and executive search. We also challenge ourselves and our clients to use approaches that foster innovation so that together we develop bold ideas that better serve our communities.

#### **Leadership Development**

Building effective leaders is at the heart of what we do at CRE. We strengthen the leadership capabilities of established and emerging nonprofit leaders through peer-based learning, customized training, and executive coaching. Because most people learn best by doing, we use adult learning theories in all of our leadership development, training, and coaching activities.

## ORGANIZATIONAL PROFILE

**New York Lawyers for the Public Interest (NYLPI)**  
***2010 Bronze Prize Winner for Management Excellence***



For 40 years, New York Lawyers for the Public Interest has been a leading civil rights advocate for the most vulnerable New Yorkers, harnessing the power within communities and the private bar to achieve justice and equality. NYLPI works towards a New York where all people can thrive in their communities, with quality healthcare and housing, safe jobs, good schools, and healthy neighborhoods. Our community-driven approach powers our commitments to civil rights and to health, disability, immigrant, and environmental justice. NYLPI seeks lasting change through legal representation, community organizing, policy advocacy, pro bono service, public education, and litigation.

Millions of New Yorkers face overwhelming obstacles shaped by poverty, immigration status, race, and disabilities. The need has never been greater to protect the dignity and civil rights of these groups.

### **Examples of Excellence Identified by the 2010 Selection Committee:**

- 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

## Cultivating Leadership

### *Tips from the Workshop Panelists*

#### ❖ **Janelle Farris, Brooklyn Community Services**

- Create opportunities for middle managers to lead – Burgeoning leaders need to be trained and there is no better way than giving them opportunities to lead. Having staff run meetings, lead project teams, make presentations at Board Committee meetings, and represent your organizations at conferences, as just a few ways that leaders can be cultivated. Remember it's always important to give feedback to ensure positive growth.
- Training, training, training – New managers or supervisors need to be trained on everything from how to interpret budgets, to how to be great supervisors. Most new managers are raised up because they are good at what they do on the front lines. That is typically not what they will be called to do as managers/supervisors. They are different skills, and skills can be taught. Look for trainings and ways to train staff to ensure they have the capacity to do their job well.
- You have natural trainers on your staff - training doesn't have to be expensive. Don't be afraid to have your CFO or comptroller train staff to read financial documents. Who on your staff is proficient in use of Excel? Can one staff member train another? Have staff recreate their budgets in excel for practice. HR staff can train staff to write development reviews or performance management. And there are multiple, affordable on-line trainings.
- Succession planning should begin the day a person is hired. How will the next leader know what to do and how to do it? Define processes! Having your current staff outline what they do and how they do it is a way to not only strengthen your systems, but to ensure knowledge transfer. What skills are needed? How can those skills be nurtured in upcoming staff? Knowing your processes or methods of operations will better enable you to plan for the future. This activity can be performed at just about every level of staff. Although it seems like busy work it can streamline your programs and make them more efficient in the long run.

#### ❖ **Pavitra Menon, Community Resource Exchange (2017 Awards Selection Committee member)**

- Leadership exists within the non-profit sector (there is no “leadership gap”) .... but needs to be identified, nurtured and sustained (*the performance potential matrix can be used as a tool*)
- Leadership behavior can be positively shaped and influenced – through peer and expert exchange, and ongoing support - training and development opportunities, challenge assignments, peer support networks and coaching are good ways to develop and sustain leaders
- Develop leadership partners in addition to good soldiers - in addition to getting development and support for themselves, leaders need a team to fall back on as no leader can ever do it all alone. Great leaders know how to motivate and work to get the best out of others.

#### ❖ **Daryl Samuel, New York Lawyers for the Public Interest**

- **Create Additional Leadership Opportunities.** Look for opportunities for staff to lead from whatever level they are currently at, whether that means giving a report at a staff meeting, leading a project, or running a committee. Institutionalize these opportunities as much as possible and regularly communicate their availability to staff. Show the importance of organizational tasks to the organization, if possible, by providing additional salary for taking on any larger duties such as being a committee chair for a year.

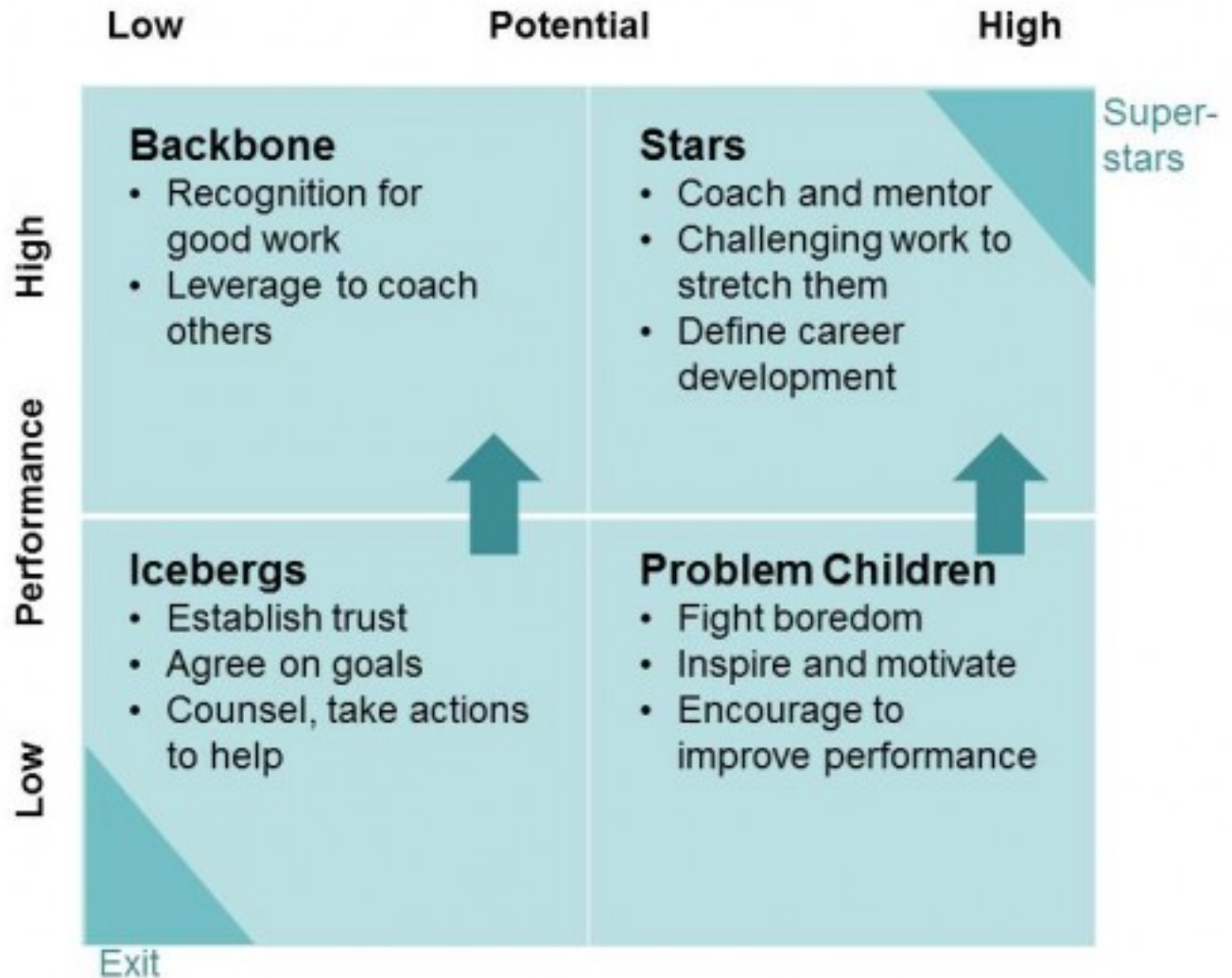
- **Distribute Leadership.** Take a look at your organizational chart and think about how many direct reports a supervisor can give real attention to. Create assistant supervisor or project lead positions and outline in a job description what experience and additional job duties the new title requires. Formalize what it takes to add “Senior” to a job title, perhaps a specific number of years with the company and experience to mentor newer employees. These promotions can be without additional salary, but even a small increase recognizes their importance to the organization.
- **Create Career Paths.** Review your organizational chart to see if you can outline possible career paths. It may seem obvious to you but it may not be obvious to your staff. Small organizations might have only one or two steps in a path. Figure out as an institution how you will handle internal candidates for an open position. Show confidence in employees by promoting qualified employees before searching for new ones. Ask employees where their career path is heading and ask what additional skills the employee might need to get there. If you can help employees continue to grow within your organization, they will stay with you longer.

## New York Community Trust Nonprofit Excellence Awards

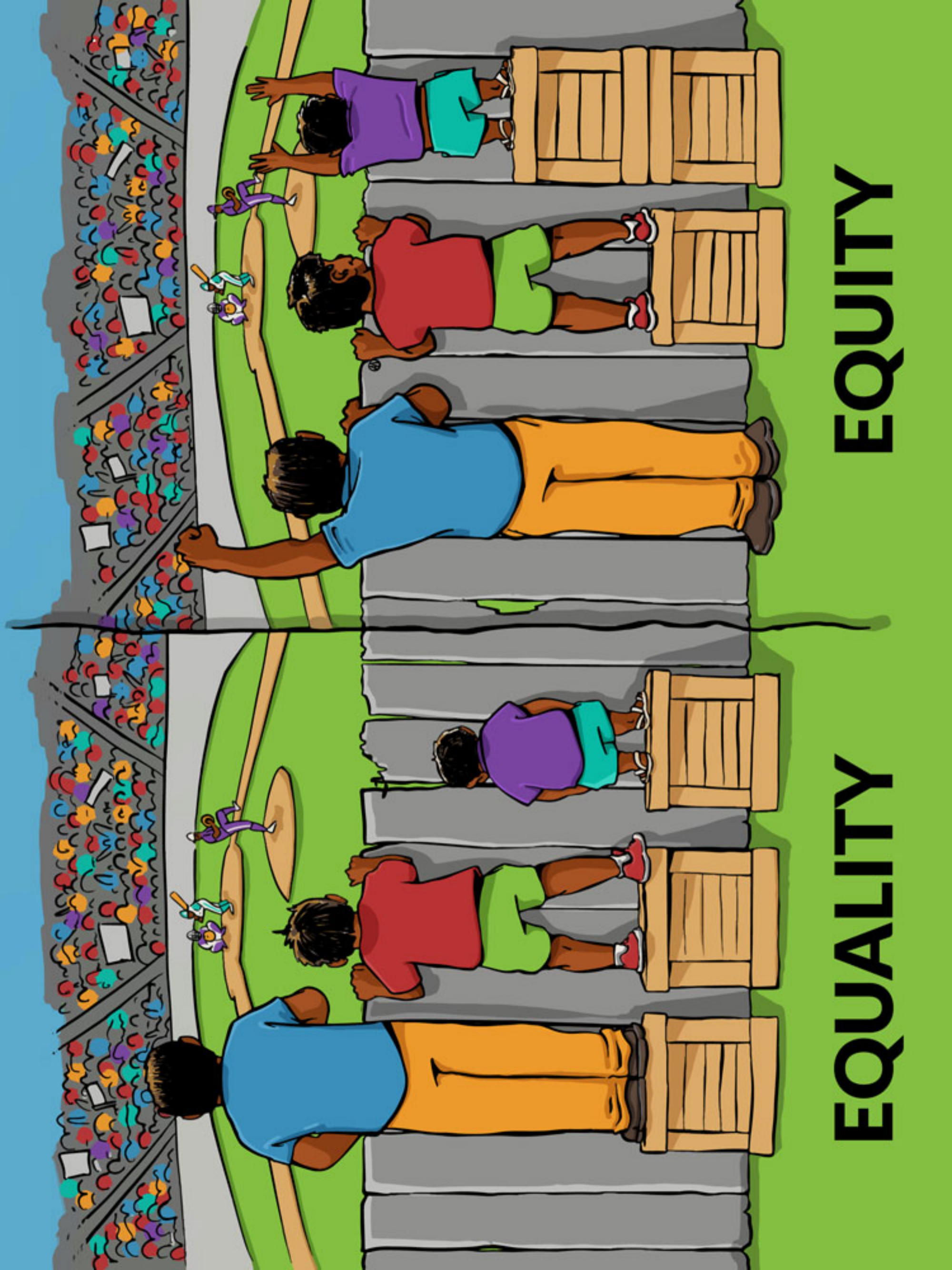
### 35 Winning Organizations 2007 - 2017

- **America Needs You**, 2015 Winner
- **BRC**, 2015 Winner
- **Brooklyn Community Services**, 2017 Winner
- **BronxWorks**, 2013 Winner
- **Center for Urban Community Services**, 2007 Winner
- **City Harvest**, 2011 Winner
- **Children's Aid**, 2017 Winner
- **Community Health Action of Staten Island**, 2008 Winner
- **CSH**, 2013 Winner
- **Families United for Racial and Economic Equality**, 2007 Winner
- **GMHC**, 2017 Winner
- **God's Love We Deliver**, 2010 Winner
- **Good Shepherd Services**, 2007 Winner
- **Graham Windham**, 2014 Winner
- **Groundwork, Inc.**, 2009 Winner
- **Harlem Academy**, 2011 Winner
- **Harlem RBI**, 2009 and 2012 Winner
- **Ifetayo Cultural Arts**, 2008 Winner
- **Institute for Family Health**, 2008 Winner
- **Jewish Board of Family and Children's Services**, 2016 Winner
- **Leake & Watts**, 2014 Winner
- **Neighbors Link**, 2016 Winner
- **Neighborhood Economic Development Advocacy Project**, 2009 Winner
- **New York Cares**, 2009 Winner
- **New York Common Pantry**, 2015 Winner
- **New York Lawyers for the Public Interest**, 2010 Winner
- **Open Door Family Medical Centers**, 2012 Winner
- **Per Scholas**, 2016 Winner
- **Red Hook Initiative**, 2012 Winner
- **Row New York**, 2014 Winner
- **Sadie Nash Leadership Project**, 2010 Winner
- **Sanctuary for Families**, 2011 Winner
- **The Children's Village**, 2013 Winner
- **Vera Institute of Justice**, 2009 Winner
- **WITNESS**, 2007 Winner

# People Performance and Potential Model







**EQUITY**

**EQUALITY**

**Action Plan: Learning Goals, Interests or Needs for 2018 for:**

(Name of supervisee)

Instructions: Supervisee and supervisor should discuss areas for supervisee's professional development and how work assignments and internal and external people, and traditional learning opportunities, can be used to help the supervisee grow. Areas for growth should take into consideration NYLPI-wide goals, coming changes in the program or community, interest of the supervisee, the needs of the program, and should include primarily work assignments which will provide opportunities to learn and practice new skills.

**Learning Goal #1 for Professional Development and Skills:**

On-the-Job Project(s) to learn or practice this skill:

Who can help or guide you in this learning?

External training opportunities:

**Learning Goal #2 for Professional Development and Skills:**

On-the-Job Project(s) to learn or practice this skill:

Who can help or guide you in this learning?

External training opportunities:

**Learning Goal #3 for Professional Development and Skills:**

On-the-Job Project(s) to learn or practice this skill:

Who can help or guide you in this learning?

External training opportunities:

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisee Signature

\_\_\_\_\_  
Date

## **Leadership Opportunities at NYLPI**

**Diversity Collective Co-Chairs** – 2 year commitment with \$750/year additional salary each. Organize and run our Diversity Collective, including overseeing the DC's working groups: Culture, Hiring, Operations, and Training. Be the liaison between the DC and the Executive Director. Give regular updates to the Leadership Team.

**Language Access Committee Chair** – 2 year commitment with \$1500/year additional salary. Oversee NYLPI's commitment to providing language access to our clients and community partners. Conduct a mandatory language access training to all staff annually. Analyze NYLPI's language access quality and usage annually.

**Lobbying Compliance Counsel** – 2 year commitment with \$1500/year additional salary. Must be an attorney. Oversee all lobbying compliance, including lobbying reports. Give annual lobbying training. Research and answer all employee questions regarding what is or isn't lobbying and what is required to include in employee timekeeping.

**Summer Legal Intern Search Co-Chairs** - approximately 9 month commitment with \$750 additional salary each. Review all applications. Attend EJW job fair to interview candidates. Interview all other candidates. Select finalists. Extend offers. Handle stipend negotiations and any school paperwork.

**Summer Legal Internship Program Co-Chairs** - approximately 3 month commitment with \$750 additional salary each. Schedule summer trainings, brownbags, and program-based field trips. Coordinate integration into program areas. Collect and distribute requests for intern assistance.

**Job Search Committee Chair** – 1 to 3 month commitment.

Lead the search committee for a particular job search. Coordinate meetings. Keep the process moving. Report on the progress of the search at staff meetings. (Administrative support and guidance from the Director of Human Resources and Administration will be provided.)

**Senior Level Positions** – ongoing commitment - applicable to advocates, attorneys and community organizers. Requires seven years of experience at a particular job title, several years of experience at NYLPI, and approval of direct supervisor to be considered. Additional job duties, such as leading projects and mentoring less experienced staff, come with the new title. See Senior job description for your specific job title for more information.

**Running a community or coalition meeting** – one time or potentially on-going commitment. Speak to your supervisor for specific requirements.

**Running Bake-off or Spring Cleaning Committee** – one-time commitment. Speak to the Director of Human Resources and Administration for more information.

**Trainings:**

Nonprofit Coordinating Committee of New York npccny.org (Member benefits include access to 50 free workshops and forums each year. Non-members may attend at a low cost \$35.)

NYC Nonprofits <http://www1.nyc.gov/site/nonprofits/training/calendar.page> (Various trainings)

Support Center for Nonprofit Management: [supportcenteronline.org/](http://supportcenteronline.org/) (Excellent trainings offered for \$70 - \$215. Scholarships are available for small organizations)

