

MNN Nonprofit Advocacy Award

Dot Art	REGION: Greater Boston
NONPROFIT SECTOR: Arts & Culture	CHAIR OF BOD: James Ryan
BOARD SIZE: 10	# OF EMPLOYEES: 1
# OF PART TIME EMPLOYEES: 2 (plus 20 contract teachers)	YEAR ESTABLISHED: 1998
TOTAL REVENUE: 192,680	NET INCOME: Small surplus.

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

The mission of Dot Art is to make exemplary visual arts education available to everyone in Dorchester and surrounding neighborhoods. Our vision to achieve this mission is threefold: to empower individual children, teens and adults by developing their abilities to think visually and to practice problem-solving techniques; to unite diverse groups within the Dorchester community around the processes and products of visual art making; to build meaningful connections between the Dorchester community and major cultural institutions.

Advocacy for access to the arts on behalf of Dot Art's target population is vital, but it has required creative approaches. As reported recently by the Boston Foundation, research has shown that there are strong links between the arts and academic achievement and social development. Yet in recent years, funds for the arts in public schools has shrunk, and Dorchester families and youth are overall less likely to have the resources to gain exposure and training in the arts outside of school. According to the last census, 61% of the population's income level is deemed low/moderate, while 18.4% are categorized as living below the poverty line.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

Dot Art's effective advocacy stems from its openness to change in response to shifts in need and on-going dialog with constituents and collaborators.

- a. **Creating Partnerships Between Co-Advocates.** In order to reach a broader cross-section of Dorchester's population, Dot Art has created partnerships with organizations whose advocacy dovetail with its own.
Example 1: Sisters for Change is a program for at-risk teen girls promoting healthy life choices, run in partnership with Salvation Army's Jubilee House. (The Dot Art portion of the curriculum helps the girls explore themes of self and community through the visual arts.)
Example 2: The Dorchester Portraits Project is a summer intensive visual arts and jobs program for teens, run by Dot Art with the support of the Boston Youth Fund, Private Industry Council, Boston ABCD and StreetSafe, all of which seek positive out-of-school activities for at-risk youth. In these examples, each organization could not have provided the programming on its own, but the advocacy of each has been strengthened immensely, through the pooling of resources and expertise.
- b. **Refining & Redirecting Programming in Response to Need & Co-Advocate Input**
Dot Art's executive director, staff, and teachers stay close to the pulse of their constituents & collaborators, leading them to see ways in which programming can be refined or refocused. For example, the experience of working with youth in the summer Dorchester Portraits Project for six hours on a daily basis, together with the goals of the supporting organizations, led the Dot Art

staff to place heavy emphasis on mentoring the teens with respect to positive behaviors and professional work-place standards. Exemplary visual arts instruction remains central, but Dot Art's teen programming has evolved to contain a heavy youth development component. Through its flexibility, Dot Art has also turned challenges into catalysts for strengthening its advocacy. Because Dot Art had no permanent space for its classes, it relied on spaces donated by supportive organizations throughout Dorchester. The result was a satellite model of programming which reaches more students and creates bonds across Dorchester's diverse neighborhoods.

c. Engaging the Community to be Co-Advocates

Dot Art uses public art as means of gaining community support. Dot Art giant puppets have performed at the Dorchester Parade and Boston's First Night. Dot Art murals have been displayed at Boston's City Hall, the Boston Convention and Exhibition Center. Large panels painted by teens -- many of them court-involved -- hang in the atrium of the West Roxbury District Courthouse. Dot Art believes that in causing thousands of spectators and passers-by to react to and reflect on art, it is laying the foundation for community awareness of the importance of art.

Dot Art also engages political leaders, both by voicing its opinions on legislation affecting nonprofits, and by inviting politicians to celebrate art at its events. For example, last spring Mayor Menino cut the ribbon on the opening of Dot Art's new ceramics studio; in the summer, a city councilor and business managers and owners attended the exhibits and auctions of student work; our state representative will be the auctioneer at Dot Art's annual June fundraiser, as he was last year.

Question 3: How are these practices supported and sustained in your organization?

It is part of Dot Art's culture to actively seek out opportunities for positive change in response to need. While its mission has stayed constant, it has constantly reinvented its programs and approaches, strengthening the effectiveness of its advocacy in the process. At the most general level, staff and teachers are ambassadors, not only in getting the word out about the organization, but in welcoming dialog, listening carefully to others, and looking for bridges. At every opportunity, they attend formal workshops and webinars addressed to nonprofits, and they attend organized events or make appointments to meet with civic leaders. But they also get new ideas from everyday, impromptu encounters with everyone ranging from parents to shop-keepers, and by reading the city and small neighborhood newspapers.

Dot Art staff and teachers listen very carefully to each other, to their students, and to the parents of students. Teachers leading the same program at different sites meet monthly to exchange ideas. Students write evaluations and reflections. Two teen student leaders serve on Dot Art's Board of Directors. New ideas get synthesized and are allowed to cross-pollinate in conversations across all these participants, and this contributes to the development of short- and long-range plans. Not every great new idea gets adopted, but it has been important that Dot Art keeps the door wide open in order to get new ideas on the table before making careful decisions about how to strengthen its advocacy.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

While teaching a teen studio, Dot Art's executive director realized that many of the students did not know who William Shakespeare was. She put this realization together with two ideas that had been

percolating in her mind: a.) In conversation after conversation, school teachers had lamented the cut-backs in arts funding, despite the correlation between the arts and academic achievement. b.) Dot Art had been in search for teaching space and for ways of reaching more students whose families couldn't afford to pay for art instruction. Putting these ideas together with her insight into her students, she came up with the idea for Shakespeare is Alive and Well in Dorchester, an after-school program which Dot Art is running this year in partnership with four elementary and middle Boston Public Schools, serving 150 students. Students study a Shakespeare play, and with instruction from Dot Art teachers, they explore its themes and characters through visual art-making. Each student composes an artist's statement and participates in a final event involving performance and public speaking. The Shakespeare Program is a good example of how Dot Art builds bridges across disciplines and institutions, with greater advocacy results on both sides.

But it can also be used as an example of the flexible mind-set that Dot Art maintains once a program is set in motion. Because of feedback from Dot Art teachers, the program now includes a visiting performing artist from the Huntington Theatre, who introduces the students to basic acting techniques and the art of speaking Shakespearean text.

At the request of principals and parents, the Shakespeare program will expand to two additional schools during the 2009-2010 academic year. But one needs the program to take place during the school day, and would like one of their classroom teacher to take part in the instruction. At the other new school site, Shakespeare will be run as a boys-only program. Dot Art is working to adapt its program to so that it can reach more children.

We would like to illustrate one other advocacy practice, using the example of the summer teen Dorchester Portraits Project described above. The culminating work of art for each participant in this teen studio is a life-size portrait. As with the Shakespeare program, each student writes an artist's statement, and speaks about his or her art at a public exhibition and auction, to which friends, family, and community leaders are invited. In addition, each student arranges for the installation of his or her portrait in the doorway or window of a business along Dorchester Avenue, by contacting the business owner and making arrangements. Dot Art believes that this aspect of the program helps participants to become advocates for art and for themselves.

Question 5: Is there anything else you would like to tell us about your organization?

Despite its small annual budget and staff, Dot Art typically teaches 1000 students each year, and reaches thousands more through its public art installations and performances, something it attributes to its creative advocacy principles.

Dot Art is one of only three organizations in the city of Boston devoted exclusively to Visual Arts education.

MNN Nonprofit Collaboration Award

Fairmount/Indigo Line CDC	REGION: Greater Boston
NONPROFIT SECTOR: Housing/CDC	CHAIR OF BOD:
BOARD SIZE: 4 (CEOs of participating CDCs)	# OF EMPLOYEES: 2
# OF PART TIME EMPLOYEES:	YEAR ESTABLISHED: 2004
TOTAL REVENUE: \$771,560	NET INCOME: \$121,000

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

The Fairmount commuter rail line roars through 9 miles of densely populated, mostly lower income, minority Boston neighborhoods in Dorchester, Mattapan and Hyde Park. Currently, the trains are infrequent and stop at only four stations, leaving many area residents with limited transit options (primarily surface bus routes); almost half the households in the corridor do not own cars. Our collective service areas include over 175,000 people; 80%+ are low to moderate income. Within our broad service areas, there are approximately 93,000 residents who live within ½ mile of the transit line. Our neighborhoods are predominantly minority and recent immigrant communities including: Latino, Vietnamese, Cape Verdean, African-American and Afro-Caribbean.

Building on the advocacy of several neighborhood-based community organizations for new stations and more frequent service, the Fairmount/Indigo Line CDC Collaborative, formed in 2004, includes four Community Development Corporations (CDCs) that have contiguous boundaries along the Fairmount Corridor. The Collaborative CDCs are: Dorchester Bay EDC, Codman Square NDC, Mattapan CDC, and Southwest Boston CDC. The Collaborative works in partnership with the Fairmount Coalition that includes the Greater Four Corners Action Coalition, Dudley Street Neighborhood Initiative, Project RIGHT, 02136 All Things Hyde Park and the Conservation Law Foundation. The Collaborative and the Coalition have recently formed the Fairmount Greenway Task Force which includes the four Collaborative CDCs, the Quincy Geneva Housing Corporation, the Greater Four Corners Action Coalition, Dudley Street Neighborhood Initiative, Project RIGHT, 02136 All Things Hyde Park, and the Boston Natural Areas Network.

The Collaborative's three major goals are:

- 1) Spearheading our smart growth, transit-oriented development agenda to create vital urban villages with new affordable housing, economic development opportunities, open space, and needed services to benefit the low and moderate income residents living near the line;
- 2) Working with civic allies to bring transit equity, including affordable fares and more frequent service, to the inadequately served residents in the distressed neighborhoods working with the broader Fairmount Coalition; and,
- 3) Deepening the greening of the Fairmount Corridor by creating an integrated linear greenway along and near the Fairmount Line to add value to the line as a connector across all the Fairmount neighborhoods.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

By working together, the Collaborative has been able to launch one of the most ambitious development programs in the City of Boston, and we have attracted resources, media and funder attention that would not have been possible working alone. As noted in the introduction, our model is like a three-legged

stool: the Collaborative, the Fairmount Coalition, and the Fairmount Greenway Task Force. Each CDC takes the lead for development in its service area around the existing or planned new Fairmount stops. We also undertake joint development training with consultants and share our successes and obstacles on an ongoing basis in monthly meetings. Together we are creating the opportunity for dynamic community change and development up and down the line. The Fairmount initiative is based on a power-sharing and power-growing model where organizing to engage our tenants, local homeowners, businesses and other community leaders is integrated into all development and advocacy efforts.

Question 3: How are these practices supported and sustained in your organization?

We define impact as success in achieving the overall Fairmount vision and in meeting annual goals and objectives. For example, we have recently:

- Raised over \$800,000 in operating funds for the Collaborative CDCs and central operations in FY08;
- Created a pipeline of 17 priority projects along the Fairmount corridor, encompassing 780 residential units and 169,000 square feet of commercial space; 12 of these projects are under site control; two projects totaling 150 residential units were completed in the past year.
- Through organizing, reached out to neighborhood residents to engage them in the Fairmount planning and implementation process. Over 500 residents engaged in the four neighborhood planning charrettes completed in FY08 (see below) and, in February 2009, over 900 signatures were collected on petitions for Fair Fares for Fairmount, the fare equity campaign spearheaded by the Collaborative and the Coalition.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

The four collaborative CDCs, working in partnership with the Fairmount Coalition, have achieved: State commitments of \$43.5M to create four new Fairmount stops: Newmarket, Four Corners, Talbot Avenue, and Blue Hill Avenue/Cummins Highway.

- \$35M of extensive repairs by the MBTA at two existing stops reversing the former decrepit conditions and at 3 rail bridges to accommodate future increased service and upgraded trains
- \$3M released for station design planning. The Four Corners station design is completed and the 3 other stops are now 60% complete.
- Four neighborhood charrettes plans completed for mixed-use development of: higher density housing, upgraded business nodes, pedestrian and bike paths and other improvements
- Partnerships with small and large for-profit developers who are bringing needed capital and expertise to some of our large multi-family projects and our smaller foreclosure acquisitions
- A pipeline of 17 potential projects representing 780 residential units and 169,000 square feet of commercial space; 12 of these projects are under site control; two projects totaling 150 residential units were completed in the past year.
- Creation of the 10-member Fairmount Greenway Task Force in June 2008 and initiation of a community inventory information gathering process involving residents in the neighborhoods along the corridor.

Question 5: Is there anything else you would like to tell us about your organization?

The Collaborative has been successful due to five primary factors:

- The active commitment of the Collaborative CDCs to work together and to work through thorny issues as they arise. As a result, we are well on our way in implementing our ten-year strategy to

create over 1,000 new housing units, as much as 780,000 square feet of commercial real estate, 1,365 new jobs, and a green corridor linking new and existing open space within 1/2 mile of the corridor. As of March 2009, the Collaborative CDCs have 17 Fairmount-related projects in an active pipeline.

- Success in fundraising, building the capacity of the CDCs and the Fairmount Coalition and Greenway Task Force partners and allowing the hiring of a part-time Coordinator and part-time Fundraiser to facilitate the work.
- The buy-in of both residents and power brokers to the Collaborative's vision.
- Partnering with the Fairmount Coalition to win organizing victories such as commitments of \$43.5M in State Transportation funds and \$35M of MBTA funding to add four new stations to the Fairmount line and to do fix-it-first repairs to the two existing decrepit stops. In November 2006, we had another major breakthrough when the Executive Office of Transportation (EOT) agreed to a final settlement of the Big Dig mitigation lawsuit which means the State is now legally required to fund and build four new stations by 2011.
- Keeping the Collaborative nimble so it can respond to unanticipated developments like the foreclosure crisis.

MNN Nonprofit Governance Award

Minute Man Arc	REGION: Northeast
NONPROFIT SECTOR: Human Services	CHAIR OF BOD: Patricia MacAlpine
BOARD SIZE: 11	# OF EMPLOYEES: 205
# OF PART TIME EMPLOYEES: 177	YEAR ESTABLISHED: 1958
TOTAL REVENUE: 8.8M	NET INCOME: 17000

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

Minute Man Arc is committed to enhancing the quality of life for people of all ages with developmental disabilities and their families. We strive to enhance their inclusion in the greater community, to maximize personal choice and decision-making and to support them in reaching their full potential in all areas of their lives.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

The Board of Minute Man Arc is fully involved in all aspects of agency operations. This includes board members as active participants in Finance Committee, Risk Management/Quality Assurance Committee, Human Rights Committee, Development Committee, Public Relations, and Governance Committee. This type of involvement fully integrates board members and senior managers as strategic partners for the management and oversight of the organization. These committees are composed of not only board members but also involved community representatives. This type of composition broadens our visibility and increases the community's awareness of the importance of integrating individuals with disabilities into their local neighborhood.

Additionally, the board and senior management team, under the guidance of the President of Minute Man Arc, were fully involved in the integration and adoption of the Balanced Scorecard as part of the strategic planning process for the organization.

Question 3: How are these practices supported and sustained in your organization?

All agency committees are co-lead by a board member and senior staff member, and as such, provide a model for effective collaboration and best practice. All committees meet monthly, minutes are kept and shared with appropriate constituents and goals and objectives are jointly set and implemented.

Results of committees findings help provide direction for the agency's operations.

The board of Minute Man Arc has an even balance of involved community members as well as family members whose sons or daughters are served by the organization. This blend brings a richness and breadth to the organization and supports the importance of our mission.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

As a result of collaboration between board and staff on the Development Committee, we have been able to exceed our overall fundraising target for the organization by 6%. Only 95% of Minute Man Arc's

operational expenses are covered through state funding, so fundraising is critical to support agency operations.

The fact that the Human Rights Committee is co-lead by board and staff has resulted in instituting appropriate measures to protect and support the individual human rights of clients as related to choice, opportunities and decision making. Invaluable insight has been gained from those board members who are also family members of those served. As a result of this involvement, all behavior plans have now been reviewed and approved by the committee for implementation.

Through the collaboration of board and senior management team, we have been able to successfully complete an executive director search and transition smoothly to new leadership. Board and staff understand and appreciate each others' roles and responsibilities and together in concert with the president, support the agency's operations. During the time of transition, the agency was able to achieve a two year certification with the Department of Mental Retardation's Quality Assurance team (QUEST)

Question 5: Is there anything else you would like to tell us about your organization?

Through our successful collaborations, the board and staff are exploring alternative revenue streams and creative models within the service delivery system to enhance services to our clients. The board is fully supportive of opportunities presented by our president, and recently approved the piloting of a Shared Living model, which has received preliminary funding.

A Family Advisory Council has recently been established, consisting of senior staff and family members of individuals served. This is another example of how collaboration drives changes in our service delivery system to enhance the quality of life of individuals we serve.

Board and staff members participated in a recent Legislative Breakfast, hosted by Minute Man Arc, to address recent funding cuts. As a result the agency received a Legislative Advocacy Award through the Arc of Massachusetts.

MNN Nonprofit Innovation Award

Community Servings	REGION: Greater Boston
NONPROFIT SECTOR: Arts & Culture	CHAIR OF BOD: Mark Lippolt
BOARD SIZE: 20	# OF EMPLOYEES: 32
# OF PART TIME EMPLOYEES: 5	YEAR ESTABLISHED: 1990
TOTAL REVENUE: 3751377	NET INCOME: 4767

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

Community Servings is dedicated to providing free, home-delivered meals throughout eastern Massachusetts to people homebound with acute, life-threatening illnesses and who are unable to shop or cook for themselves. We provide our clients, their dependent families, and caregivers appealing, nutritious meals, reaching out to those in greatest need.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

Our accomplishments and community partnerships would not be possible without the sustained, active involvement of our 20-member board of directors, which works with our Executive Director to create and guide our agency's strategic plans. Our Executive Director manages the agency and oversees 37 staff members working in five areas: nutrition and client services, kitchen and delivery, volunteer recruitment and management, finance, and development and communications. Our board and senior management have long focused on adopting innovative approaches to achieving our mission as well as developing complimentary programs that further our work. Our management practices reflect an innovative approach to programming as well as Collaboration, staffing, volunteerism and operations. A transformative moment in our history came in June 2007, when we moved to a new state-of-the-art nutrition facility in Jamaica Plain. We had reached capacity in our old facility and could not accommodate the growing number of individuals and families in need of our meal service. Relocation to our new, larger facility has enabled us to significantly increase meal capacity to now serve 725 people each day, improve food quality, engage greater numbers of volunteers, expand nutrition services including on-site nutrition classes, develop complimentary programs such as food-service job-training and diversify our funding revenues through an social enterprise program.

As we celebrate 19 years in operation this year, we have served over 3.3 million free meals to the critically ill since 1990, helping those from Boston's most disenfranchised communities fight hunger and illness. This year we will serve more than 377,000 meals to 1,400 people affected by a life-threatening illness.

Question 3: How are these practices supported and sustained in your organization?

Our immediate goal is to make sure our clients do not go hungry despite the debilitating effects of a devastating illness and scarce economic resources. Our goals are to supply the acutely ill with the nutrition they need to support effective medical treatment and recovery; relieve our clients of the burdens of shopping and food preparation; and provide essential economic assistance to low-income households.

Our successes and accomplishments demonstrate how our innovative management practices are supported and sustained:

Collaborations: We have created strong, lasting partnerships with more than 100 healthcare providers and social service agencies to leverage the knowledge and effectiveness of all involved. We work with health institutions such as the Boston Medical Center, Boston's Hospice Care, Dana Farber Cancer Institute, and Massachusetts General Hospital to lend our expertise in nutrition as a key component in medical therapies. We also work with social service agencies such as Latino Health Institute and RUAH Breath of Life House for Homeless Women to relieve them of the need to monitor clients' nutrition and we alert them to health problems that arise among our clients. In addition, we host an internship program to bring together students and researchers studying medically-based nutrition at three universities with the staff of our Nutrition and Client Services Department. This collaboration gives us access to the latest nutrition research as it applies to the disease management of different illnesses.

Volunteerism: Volunteers are integral to our work: To accomplish our mission, we depend on an average of 850 volunteers each month who work in our kitchens, ride with our drivers to package and deliver meals, and donate an average of 3,350 hours each month—time equivalent to that of more than 20 full-time workers.

Delivery Operations: Over 19 years of operation, we have evolved an especially effective and efficient delivery system. We are Massachusetts' only program to deliver medically tailored diets to clients in their homes. We have fostered a growing trend among our clients: 64% receive a weekly meal delivery rather than daily delivery. This trend allows us to streamline our delivery operations and maximize resources to serve clients living in the furthest reaches of our geographic service area such as Lawrence, Lynn, and Brockton.

Staff: Our staff mirrors the demographics of our clients: Our 37 employees are multicultural and multilingual, in many ways mirroring the ethnic and cultural range of the clients we serve. Among our diverse staff, 40% of management staff and 68% of program and support staff are African-American or Latino.

Fundraising: We have cultivated strong ties to more than 500 restaurants and businesses in the greater Boston community who donate their time, resources and talent on our behalf to ensure the success of our regular fund-raising events that provide approximately 30% of our operating budget. Thanks to the generous support of the entire community, we are able to keep event fund-raising costs at or below seven cents for each dollar raised—an efficiency rarely achieved in a nonprofit organization.

Beyond Greater Boston: Internationally, Community Servings is a founding member of the Association of Nutrition Services Agencies (ANSA), an alliance of more than 115 nonprofit organizations working on behalf of the acutely ill. Community Servings' participation in ANSA has proven instrumental to our refinement of an effective, efficient delivery system and innovative client services. David Waters, our executive director, is past chair of ANSA's board of directors.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

As we celebrate 19 years in operation this year, Community Servings has served over 3.6 million free meals to the critically ill since 1990, helping those from Boston's most disenfranchised communities fight hunger and illness. Our strong experience developing effective nutrition programs has prompted us to develop two new innovative programs to leverage our experience and strengthen our business model. In the past two years, we have dedicated time, funding, and organizational resources to build the "Meals for Many" social enterprise and the "Community Servings Teaching Kitchen" food service job-training

program. Both programs exemplify our innovation as a nonprofit organization.

Meals for Many Social Enterprise:

Through this social enterprise model, we are using the increased capacity of our new state-of-the-art nutrition facility to sell our brand of culturally appropriate, nutritionally tailored meals to schools and other nonprofits that serve other vulnerable populations, such as children and the elderly. This business approach makes wise use of our core expertise in medical nutrition therapy and specialized diets, including our Children's Menu. We produce more of our affordable nutritious meals to sell to programs that need meals and who would otherwise purchase these meals somewhere else, creating a win-win for us, the agency purchasing the meals as well as the consumers. In this new economic climate, the most difficult thing facing our agency would be to say to clients, I know we said we would feed you yesterday but we are going to have to cut you off tomorrow. Through this model, we are able to self-fund clients on our service allowing for the ebb and flow of fundraising during these tumultuous economic times. This year we expect to sell more than 84,000 meals, generating \$181,000 in net revenue, which will subsidize 279 critically ill clients (20% of clients served) over the course of the year.

Community Servings Teaching Kitchen food-service job training program:

The Community Servings Teaching Kitchen program grew from our recognition that for many, the problem of hunger is not a matter of access to food, but instead, a matter of breaking the cycle of poverty and creating higher levels of self-sustainability through steady, skilled employment. Through the Community Servings Teaching Kitchen, we offer a 12-week hands-on food service and life skills curriculum with the goal of improving food security for both trainees and new clients because of our increased capacity. We welcomed our first class of eight trainees in October 2008 and 88% of these trainees successfully completed the program and graduated in January 2009. Among our first class of trainees: 63% came from communities of color, all were living at 150% or less of the federal poverty level and were receiving some level of state assistance. Thirty-eight percent were ex-offenders and 75% were women, half of whom were single mothers. Our goal is to place 80% of trainees in jobs with benefits within three months of their graduation. Just one month after the program, we have already placed 43% of our pilot class of trainees in jobs. Our second training session began in early February and we hope to provide four 12-week sessions each year, serving 40 trainees. We anticipate that when fully implemented the Teaching Kitchen program will help us to increase our capacity by 15% directly affecting our ability to take on more Meals for Many contracts by providing more helping hands in our kitchen. This win-win model provides trainees with valuable food service and life skills, while providing free labor in our kitchen to assist in the preparation of our free meals to the critically ill and our Meals for Many social enterprise contracts.

Question 5: Is there anything else you would like to tell us about your organization?

We work hard to serve eastern Massachusetts historically disadvantaged populations. Approximately 95% of our clients live below, at, or just above the poverty level and 66% are from communities of color. Our client data also shows that:

- Our clients currently are battling more than 20 different life-threatening illnesses;
- Children and families receive 40% of our meals;
- Our clients range in age from 1 to 89 years, with the average age of 46
- 50% of our clients are female, 49% are male and 1% are transgender;
- 90% of the children who receive our meals come from communities of color;
- 77% of our clients speak English as their primary language, 18% speak Spanish, while the remaining 5% speak other languages, including Haitian Creole, Portuguese and French;
- Our clients live in every Boston neighborhood, and the 15 nearby cities and towns of Braintree, Brockton, Cambridge, Chelsea, Everett, Lawrence, Lynn, Malden, Medford, Quincy, Randolph,

Revere, Somerville, Weymouth, and Winthrop

Client Testimonial: I am feeling so weak after the surgery. If I were not receiving meals from you, I would not eat. I cannot tell you what a difference your program makes in my life. It is a precious gift.

---Maria, recovering from a mastectomy

MNN Nonprofit Leadership Award

Pan-Massachusetts Challenge	REGION: Greater Boston
NONPROFIT SECTOR: Health	CHAIR OF BOD: Gordon Prichett
BOARD SIZE: 11	# OF EMPLOYEES: 6
# OF PART TIME EMPLOYEES: 3	YEAR ESTABLISHED: 1980
TOTAL REVENUE: \$250 million	NET INCOME: approx \$10 million

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

The Pan-Massachusetts Challenge raises money for life-saving cancer research and treatment at Dana-Farber Cancer Institute through an annual bike-a-thon that crosses the Commonwealth of Massachusetts. Since its founding in 1980, the PMC has successfully melded support from committed cyclists, volunteers, corporate sponsors and individual contributors. All are essential to the PMC's goal and model: to attain maximum fundraising efficiency while increasing its annual gift. The PMC's hope and aspiration is to provide Dana-Farber's doctors and researchers the necessary resources to discover cures for all cancers.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

Billy Starr, founder and executive director of the Pan-Mass Challenge, manages the PMC with a commitment to efficiency, quality and authenticity.

Efficiency: The PMC is all about the bottom line and giving as much money to cancer research as possible and maintaining a 100 percent pass-through rate to the charity. Fundraising minimums are set high and cyclists are required to secure their registrations with their own credit cards, thus ensuring fundraising minimums will be met.

Quality: Starr runs the PMC with a focus on quality. While not a luxurious or fancy event, the PMC is a very well-supported and maintained athletic fundraising event that ensures a fulfilling, rewarding, and safe experience for its cyclists and volunteers. This means that riders are well fed, they have access to medical and mechanical attention at all times, there are support vehicles patrolling the routes to ensure quick attention to accidents and rider ailments, the atmosphere is lively and fun, there are bathroom facilities and food available every 20-miles at well-staffed water stops, and rider luggage is transported for the riders so all they need to carry as they ride are water bottles, medication, and rain gear. The PMC finish-lines are parties that await tired riders, complete with volunteer masseurs ready to give each rider a complimentary 15-minute rubdown, bar-b-ques, bands, and even beer!

Authenticity and Inspiration: The PMC is authentic, as its heart and soul come from the PMC riders, cancer survivors, and volunteer who make it all happen. Thousands of fans line the routes across the Commonwealth over PMC weekend to cheer PMCs as they ride by, 2,800 people volunteer for the event year-round. By generating an organizational culture of volunteerism, Billy Starr created an event that is run for and by a family of cancer survivors and their loved ones, along with athletes and companies that actively support the need to raise money for cancer research.

Question 3: How are these practices supported and sustained in your organization?

Efficiency: Starr created a system by which the PMC now contributes 100 % of every rider-raised dollar directly to cancer research and treatment at Dana-Farber. PMC staff members say they never pay for

anything before asking if they can get it donated first. This includes food enough to feed 5,500 hungry cyclists for more than two days, lodging for thousands; supplies, and trucks to transport food and bikes. More than 200 companies contribute in-kind products and services to the PMC, as a result of the organizational philosophy developed and maintained by Billy Starr. These contributions total more than a \$1 million annually - that's \$1 million more dollars that can go to cancer research as a result of Starr's diligence to efficiency.

Starr developed a volunteer head staff of 10 directors who manage, organize and run vital components of the PMC. These volunteer directors map the routes, correspond with police departments and town officials through 46 cities and towns, gather and organize medical volunteers and procure medical supplies, gather and organize mechanics and procure bike parts, coordinate the Pedal Partner program, organize four major hub sites, and plan and manage three starting lines and four finish lines. As a testament to Billy Starr's leadership, these volunteer head staff members have been involved with the PMC for between 8 and 22 years. The jobs held by PMC volunteers are often paid positions at other organizations. Because Starr has acquired and maintains a committed, knowledgeable and base of volunteer directors, the PMC saves money on staffing and can donate more money to Dana-Farber. Billy Starr holds four all-staff meeting update meeting/events throughout the course of the year. In these meetings, he gathers the troops, listens, directs and inspires. He serves as a final authority on all aspects of the PMC, while giving each staff member (whether paid or volunteer) enough ownership, creativity, and room to reign over his or her own domain.

Quality: To ensure the quality of the PMC, Billy Starr surveys all riders and volunteers each year. He reads every response - thousands - and often replies to PMCs who have posed questions or offered suggestions for event improvement. The volunteer crews manage dozens of water stops along the PMC's seven routes to ensure riders are well cared for. This level of attention helps maintain the safety of the PMC as well.

Authenticity and Inspiration: The PMC has a Pedal Partner program that connects PMC cyclists to patients of the Jimmy Fund Clinic, thus giving riders a real reason to ride and fundraise. Many PMCs become like extended family members to the children. Some attend family events or accompany the child to medical appointments. Many remain part of the family well after PMC weekend.

There are many doctors at Dana-Farber who ride along side their patients in the PMC. The camaraderie that develops between PMC cyclists is unique. This culture is the result of Billy Starr's philosophy and leadership. After losing his mother to cancer at the age of 27, he used physical activity as an outlet for his grief. After the first PMC, Starr knew he was on to something big and that people need to feel a part of something larger than themselves. He created this in the PMC.

Starr created the PMC Kids Rides, which will this summer draw 7,000 children ages 3 to 14 to ride in mini-bike-a-thons in cities and towns and raise money. Their goal is to raise \$1 million, which will be matched by a donation of \$500,000 by Overstock.com. The PMC Kids Rides program not only raises money for cancer research, it also teaches children about philanthropy and encourages physical activity.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

Efficiency Results: The PMC raises and contributes more money to charity than any other athletic fundraising event in the United States. The average PMC raised \$4,300 in 2008. 100 percent of every rider-raised dollar goes directly to cancer research and treatment at Dana-Farber Cancer Institute. Since 1980,

the PMC has raised and contributed nearly \$240 million to Dana-Farber Cancer Institute.

Quality Results: The PMC grows each year in terms of the number of cyclists and volunteers. Riders come to Massachusetts from 36 states and six countries to ride in the PMC. There is no shortage of bike-a-thons around the country, yet thousands choose the PMC as their annual pilgrimage.

Authenticity Results: The PMC enjoys among the highest rider-retention rates of any athletic fundraising event; 70 percent of PMC riders return each year, and they average four years of PMC participation. The longevity of the PMC staff, volunteers, and riders makes the PMC a family that comes back year after year to work together to raise money for a unified cause. Finally, the PMC Kids Rides program has raised more than \$1.5 million over the years and is on track to double that sum this summer.

Question 5: Is there anything else you would like to tell us about your organization?

The Pan-Mass Challenge celebrates its 30th ride on Aug. 1 & 2, 2009. Since its 1980 inception, the PMC has raised and contributed nearly \$240 million to cancer research and treatment at Dana-Farber Cancer Institute through its Jimmy Fund. Billy Starr was a pioneer of the athletic fundraising industry and the PMC has become the gold standard of a-thons. The PMC raises and contributes more money to charity than any other athletic fundraising event in the nation, and the 100 pass-through rate to the charity is nearly unparalleled. When the Lance Armstrong Foundation wanted to start its charity bike rides around the country, they sent representatives to PMC weekend to learn how it was done. Starr consults around the country, helping hospitals and other organizations develop charity events in the PMC model. Billy Starr is known for his ability to motivate people and to attract successful organizations to the PMC cause. He sought out the sponsorship of the Boston Red Sox and Overstock.com, both of which have become multi-million dollar partnerships over many years. Starr instituted a policy by which riders had to secure their PMC participation with credit cards so that even if they were not able to ride or raise the fundraising minimum, they would be personally accountable to contribute the sum owed. This was a bold move back in 1996. It was Starr's philosophy that participating in the PMC was a fundraising effort, and if all went right, fundraisers were entitled to a great bike ride as well. This attitude put the charity first is Starr's mission, message and motus operandi. It's what separates the PMC from other a-thons and what has enabled the PMC to become so successful. From the start, Billy Starr never took his eye off the bottom line of raising money for cancer research. He'd lost his mother, uncle and cousin to cancer by the time he was 27. He founded the PMC when he was 29. He's ridden in and fundraised for the PMC every year since. In addition to running the organization and bringing in sponsorship dollars, Starr has personally raised more than \$1 million for the PMC. Billy Starr walks his talk.

Question 6: Additional question ONLY for those applying in the individual leadership and young leadership category: Describe a significant management challenge currently facing your organization. How is your organization addressing this issue?

The economy is presenting a significant challenge this year. Rider registration is behind and early reports suggest rider fundraising will be down. The PMC has received emotional pleas from dedicated riders who want to participate in the event, but fear they cannot achieve the level of fundraising required by the organization. Billy Starr has had to address the heartfelt requests of many longtime riders who seek reprieve from the fundraising responsibilities while at the same time remaining committed to the bottom line of the PMC and requiring all riders to secure their participation with credit cards. In short, Starr remains focused on trying to raise as much money as possible for cancer research, despite the economy, and has not succumbed to requests for lower fundraising requirements.

In addition, the PMC has always focused on fundraising innovation. Five years ago, well before Facebook

or Myspace were developed or commonplace, the PMC created an online rider identification, support and networking system that is, in retrospect, very much like a personal Facebook for PMCers. This system, known as the PMC profiles on the PMC website, is still operational today, enabling PMCers to tell their personal stories and instantly solicit friends and family members for sponsorships. This year, the PMC has taken the system to a new level by working with a team that is developing a new online fundraising system that enables the financial supporters of PMC cyclists to personalize their donations and to join the PMC team as “virtual riders.” In the age of blogs, Twitter, and Facebook, giving people the opportunity to personalize and dedicate their financial gifts to their loved ones lost to or battling cancer will boost PMCers’ ability to raise money. This system is being launched this spring.

The PMC has also created a relationship with a company that will provide fundraising through mobile phone texting, SMS messages, for just pennies on the dollar. PMC supporters will be encouraged to text even \$5 or \$10 donations to the PMC. This system will be launched on July 11 at PMC Night at Fenway Park when 30,000 Red Sox fans will be encouraged to text their donations.

Starr has also secured a new sponsorship this year with Mike FM, a popular radio station in Boston. Mike 93.7 FM, WEEL, WRKO, and WAAF will air Public Service Announcements through the training season and the summer months to encourage people to register to ride and donate to the cause.

MNN Nonprofit Management Award

Big Sister Association of Greater Boston	REGION: Greater Boston
NONPROFIT SECTOR: Human Services	CHAIR OF BOD: Timothy O'Brien
BOARD SIZE: 29	# OF EMPLOYEES: 32
# OF PART TIME EMPLOYEES: 11	YEAR ESTABLISHED: 1951
TOTAL REVENUE: \$2.4M	NET INCOME: -\$197K

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

The mission of Big Sister Association of Greater Boston is to help girls realize their full potential by providing them with positive mentoring relationships with women.

We are the largest and oldest mentoring organization in Greater Boston that exclusively serves girls. Using research-based best practices, we work to be a national model for gender-specific mentoring for girls which can be replicated in single sex and co-ed mentoring programs.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

In late 2007, the entire agency staff and Board of Directors built an agency culture document that includes our Mission, Vision, Values, Core Competencies and Culture. This document serves as an anchor that guides how we work within the agency, with our partners and with the Big Sisters, Little Sisters and families we serve.

- Collectively we commit to these management principles and practices. They include:
- We are Changemakers We are innovative in our programming to meet the emerging needs of girls. We maintain a clear focus our goals, which are to build girls confidence, competence and capacity for caring. With this clarity, we use research and feedback from the girls themselves to change and evolve our mentoring programs to achieve these goals.
- We work with Integrity and Accountability We do what we say we re going to do. We have maintained our commitment to gender specific programming in the face of movement toward consolidations and mergers. We seek funding to fulfill our mission in contrast to creating programs to obtain funding.
- We use Effective & Purposeful Communication We work to maintain a transparent organization where we use straight-talk in all our interactions with each other and our extended community of Big Sisters, board members, donors and community leaders. We end communications with closure by agreeing on what will be done, by whom, and by when.

Question 3: How are these practices supported and sustained in your organization?

We established a recognition program that reflect the practices in the culture document and involves staff and board. These include:

A quarterly Stand Out Staff Award, a peer nominated; award that recognizes staff that go above and beyond in their work; demonstrates professional integrity and consistent high quality in job performance; and demonstrates commitment to the mission of the Big Sister Association. The nominated staff member must also reflect the values stated in the culture document of the Big Sister Association including their demonstration of being a team player; actively promoting a positive and inclusive work environment; and serving as a role model to other staff members

An annual Above and Beyond Award, a senior management team award that recognizes one staff person from among those nominated for the quarterly award throughout the year whose performance exemplifies the commitments in the culture document. That staff person is recognized at the agency's Annual Meeting of the Board of Directors.

We established a feedback system where we share straight-talk about how we re doing in program services, financial management as well as by individual and department. The system includes:

- 360° feedback surveys conducted on an annual basis.
- An annual performance evaluation form and review process that reflect the values and professional competencies in the culture document.
- Monthly and quarterly review meetings with all staff
- Intra-agency project teams to resolve specific problems or maximize opportunities that arise during the year.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

We use Effective and Purposeful Communication. When the economic slowdown emerged in 2008 we shared straight-talk about the current and potential impact on our work. We brainstormed responses in several forums; our senior management team meetings, our leadership team meetings (which includes mid-level managers) and in our monthly staff meetings. As a result we outlined plans to consolidate managerial positions, reorganize departments and reduce administrative expenses. We assigned project teams to develop and implement these ideas. As a result of this combined effort, in 2008 we:

- Reduced expenses by 13% compared to fiscal year 2007
- Increased services to girls by 7% to 3100 total girls served in 69 towns and cities throughout Greater Boston
- Maintained quality services as measured by average length of match. Research has shown that the longer the match relationship, the greater the benefit to girls development. We achieved an average length of match between our Community-Based Big and Little Sisters of 31.5 months; the second longest among all national Big Brothers Big Sisters agencies.

Question 5: Is there anything else you would like to tell us about your organization?

Anecdotal information provided during our 2008 financial audit confirmed that our management efforts produced significant positive outcomes in reducing expenses while maintaining and even growing our services to Greater Boston girls. Our culture document lives in our policies and procedures throughout the agency. We practice the management principles each day to become stronger and more consistent. We know that this foundation was essential to our achievements in 2008.

MNN Nonprofit Young Professional Award

Strong Women, Strong Girls (SWSG)	REGION: Greater Boston
NONPROFIT SECTOR: Youth & Education	CHAIR OF BOD: Nancy Hegarty
BOARD SIZE: 8	# OF EMPLOYEES: 6
# OF PART TIME EMPLOYEES: 4	YEAR ESTABLISHED: 2004
TOTAL REVENUE: 1.2m	NET INCOME:

NOMINATION RESPONSES:

Question 1: What is the mission of your organization? In the case of collaboration describe the mission of the overall project?

The mission of Strong Women, Strong Girls (SWSG) is to utilize the lessons learned from strong women throughout history to encourage girls and young women to become strong women themselves. By building communities of women committed to support positive social change, Strong Women, Strong Girls works to create cycles of mutual empowerment for women and girls.

To achieve this mission, Strong Women, Strong Girls partners college undergraduate women as volunteer mentors for low income girls in grades 3-5. The program utilizes the study of contemporary and historic female role models, mentoring relationships, and skill building activities to help young girls gain the skills they need to be strong and successful.

Strong Women, Strong Girls incorporated in Boston in 2004. In the 2008-2009 program year, the organization is serving 600 girls in three communities: Boston, Massachusetts, Pittsburgh, Pennsylvania, and Miami, Florida.

Question 2: Please reflect on the management practices with your organization and highlight those that best demonstrate the category you are applying for.

Strong Women, Strong Girls is pleased to nominate Meghan Trombly, Director of Program Operations for Strong Women, Strong Girls, for the MNN Young Nonprofit Professional award. As a member of the SWSG staff since January of 2006, Meghan has been a driving force for excellence within the organization and continually inspires other staff to strive for the same ideals.

In her work at Strong Women, Strong Girls, Meghan has single-handedly been responsible for developing essential programmatic infrastructure, staff training systems, and evaluation methods to allow SWSG to scale, while still ensuring program quality and consistency. To do this, Meghan has focused tirelessly on researching best practices from high performing not for profit agencies and bringing to SWSG the best of the best: creating replicable systems, building a strong brand, creating standardized documents and a virtual distribution mechanism, and providing on-going staff training.

Meghan has served as a leader within Strong Women, Strong Girls to building a strong commitment to three key management principles:

- Utilizing examples of role models and best practices to identify key learnings to incorporate into the work of SWSG
- Providing leadership for individuals at all levels within the organization and at all stages in their personal and professional development
- Engaging in, and providing, on-going training to ensure that individuals within the organization have the opportunity for continual growth

Question 3: How are these practices supported and sustained in your organization?

Meghan has recognized that in order for these management principles to be fully implemented and sustained, systems and structures need to be set in place to integrate them into the culture of the organization. As a young organization that is rapidly expanding to new geographies, these systems need to be able to be scaled beyond one physical office.

Working within an organization that is a new, entrepreneurial venture, in order to sustain this, Meghan has taken the lead in building entirely new systems and processes (described below). She has done this in collaboration with SWSG community partners, staff, volunteers, and advisors to ensure that there is a deep commitment to embedding these elements in the culture of the organization. As a result, Meghan has created champions across the organization who are equally committed to these key principles and the processes that Meghan has developed to support them.

Question 4: Provide up to 3 examples from the above principles. Please provide examples of practices and programs that have already been implemented and which have generated measurable results.

To do this, Meghan has taken on several specific, high impact projects that have demonstrated her commitment to these management principles and that have provided significant value to Strong Women, Strong Girls:

Creation of Program Evaluation and Tracking Processes: Strong Women, Strong Girls was selected to be a part of an evaluation cohort supported by the Massachusetts Mentoring Partnership. Meghan led the organization's work with the cohort and the team of consultants that worked with SWSG to redesign the organization's program evaluation processes. Additionally, as a part of this work, Meghan launched a new database initiative to ensure that SWSG would have the capacity to not just collect evaluation data, but to also track it over time and utilize it to make programmatic decisions. SWSG would be pleased to share these process and tools developed by Meghan in any way that might benefit other organizations.

Development of Staff and Volunteer Training Tools: As a young organization, Strong Women, Strong Girls is still in the process of developing many of the organization's internal processes. Over the last two years, Meghan has taken on responsibility for creating key training tools to ensure that the organization is able to successfully replicate while maintain program quality and ensuring that staff members have the information they need to be successful. Specifically, Meghan has written a suite of training modules and explanatory manuals for the SWSG Program Manager position, a key volunteer management position within the agency in each city in which SWSG operates. Additionally, Meghan has written the handbook for the volunteer leaders that SWSG leverages as a key part of the program delivery model. SWSG would be pleased to share these process and tools developed by Meghan in any way that might benefit other organizations.

Creation of new Program Curriculum Frameworks: A signature component of the SWSG program is a year-end service-learning project that is led by the elementary school girls involved in Strong Women, Strong Girls. These service learning projects exemplify many of the organizational and management principles that are core to the work of SWSG, by allowing the girls involved to build skills and take on leadership within the program. In previous years, however, SWSG has not provided volunteers in the program with the appropriate scaffolding to ensure the success of these projects. Meghan has written a series of nearly 50 curriculum modules for use by volunteers to support the service-learning component of the year balancing an appropriate level of support with significant individual leadership. SWSG would be pleased to share these process and tools developed by Meghan in any way that might benefit other organizations.

Question 5: Is there anything else you would like to tell us about your organization?

Strong Women, Strong Girls has been incorporated as a not for profit agency for less than 5 years. Of those five years, Meghan Trombly has been a staff member with the agency for 3.5 years. Over the course of that time, Meghan quickly adapted to building organizational procedures and process for first one office, located in Boston, to then a second office, located in Pittsburgh, Pennsylvania, and now most recently a third office in Miami, Florida. This ability to adapt to continual change while holding on to the core, critical elements of the organization's management practices has been one of the things that makes Meghan a truly exceptional young nonprofit leader.

Question 6: Additional question ONLY for those applying in the individual leadership and young leadership category: Describe a significant management challenge currently facing your organization. How is your organization addressing this issue?

The most significant management challenge that Strong Women, Strong Girls is currently facing is the launch of the organization's third location in Miami, Florida. Recognizing the importance of having a staff member with deep experience in the Strong Women