

Leading for Impact DC Region

IMPACT REPORT





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THE LFI PROGRAM MODEL

In the LFI model, CEOs and their executive teams receive two years of customized support from Bridgespan, including:

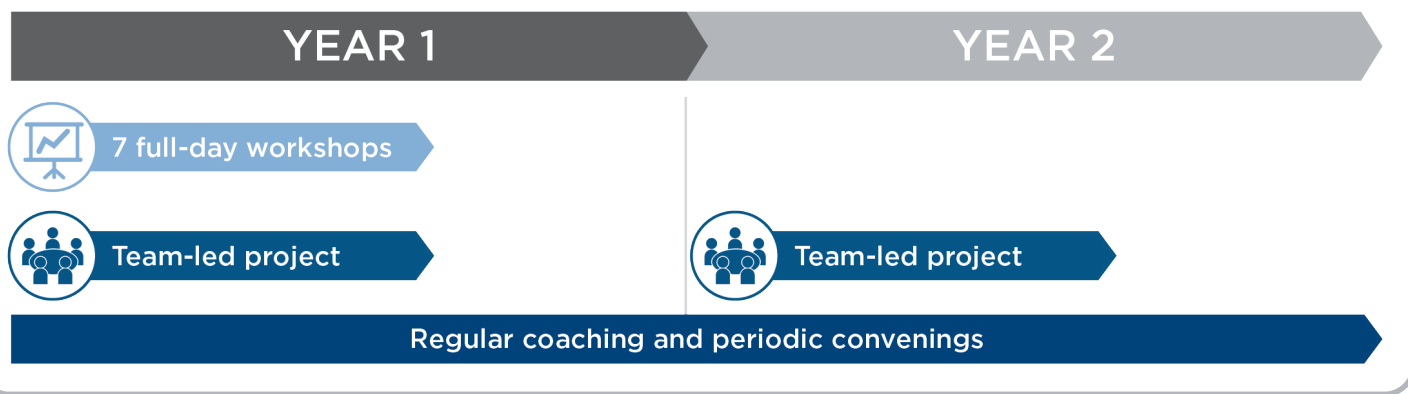


Seven full-day, cohort-based workshops on strategy, organization, and team effectiveness



Two customized consulting projects addressing critical strategic or organizational challenges, one in Year 1 and one in Year 2

Two-Year LFI Model

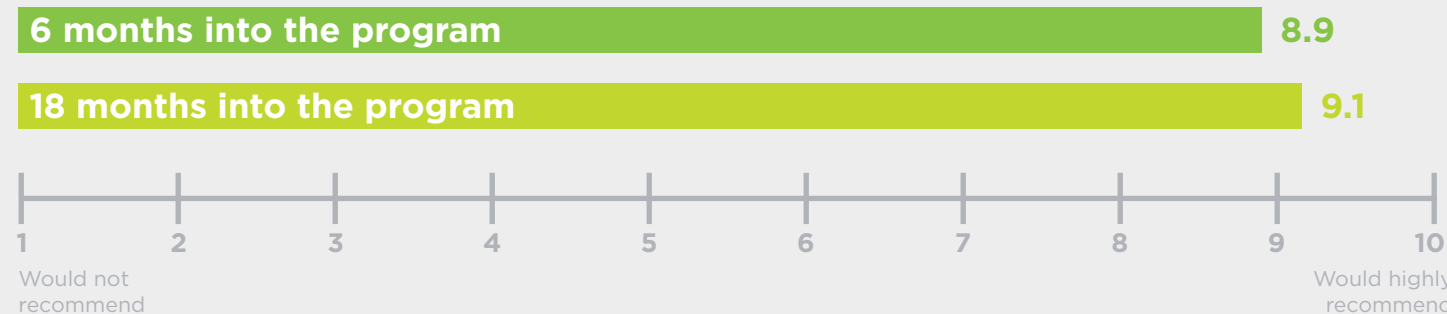


Workshop breakdown

The seven cohort-based workshops cover key topics for nonprofit leaders, built around strategy in the mornings and organization and team effectiveness in the afternoon. Sessions are designed to be highly interactive, including full-group discussion and team-based activities to give participants the opportunity to apply concepts to their particular context. **Considerations of bias and equity** are incorporated across all modules so teams can reflect on these issues within each element of their strategy and organization.

	Sessions 1 & 2	Session 3	Session 4	Session 5	Session 6	Session 7	
Strategy	Achieving Strategic Clarity: Intended Impact	Achieving Strategic Clarity: Theory of Change	Optimizing Program Mix	Improving Performance	Ensuring Financial Sustainability	Managing and Measuring Strategic Priorities	Project Sharing and Setting Milestones
Organization & Teams	Building a High-Performance Organization	Project Planning Maximizing Executive Team Effectiveness	Project Time Understanding and Managing Unconscious Bias Working Together with Different Leadership Styles	Project Time Creating an Effective Decision-Making Culture	Project Time Building Future Leaders	Project Time Leading Change	Setting a Team Effectiveness Agenda

How likely is it that you would recommend the Leading for Impact® program to your peers or colleagues at other organizations?



“The LFI workshops were really valuable because they gave our leadership team a chance to get away from the office and talk about our dynamics and how we work together. We would never have been able to make time for these deeper conversations otherwise. In addition, LFI really pushed me to focus more on my executive team, and helped me realize that executive team meetings aren’t just check-ins or another meeting on the calendar, but something I need to prioritize and invest in. That mindset shift has really made a difference. Now, we have a higher functioning executive team, which flows down to the rest of the organization. In addition, our Building Future Leaders project helped us implement a pretty substantial professional development system within the organization, which wouldn’t have happened without LFI. Now, we have more strategic decision making on the executive team, and we built the capacity of the rest of the staff, which helps us meet our mission, reach more students, and have better impact. We have grown significantly within DC, and expanded to Baltimore.”



Elizabeth Lindsey, CEO of Byte Back

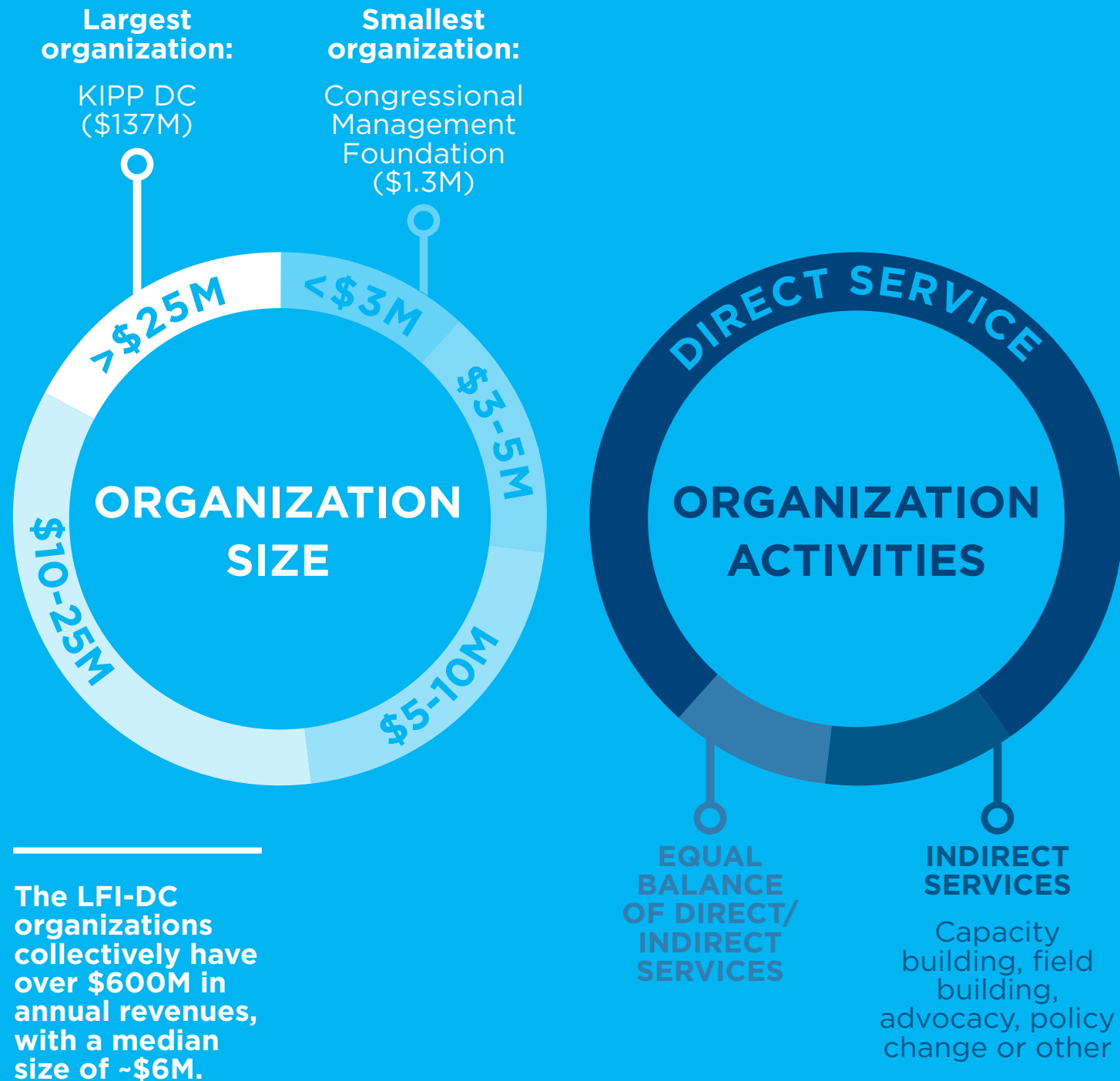
THE LFI-DC ORGANIZATIONS

Dear LFI-DC donors,

We are deeply grateful for your support in making the Leading for Impact-DC Region program possible. Between 2015 and 2020, we collaborated

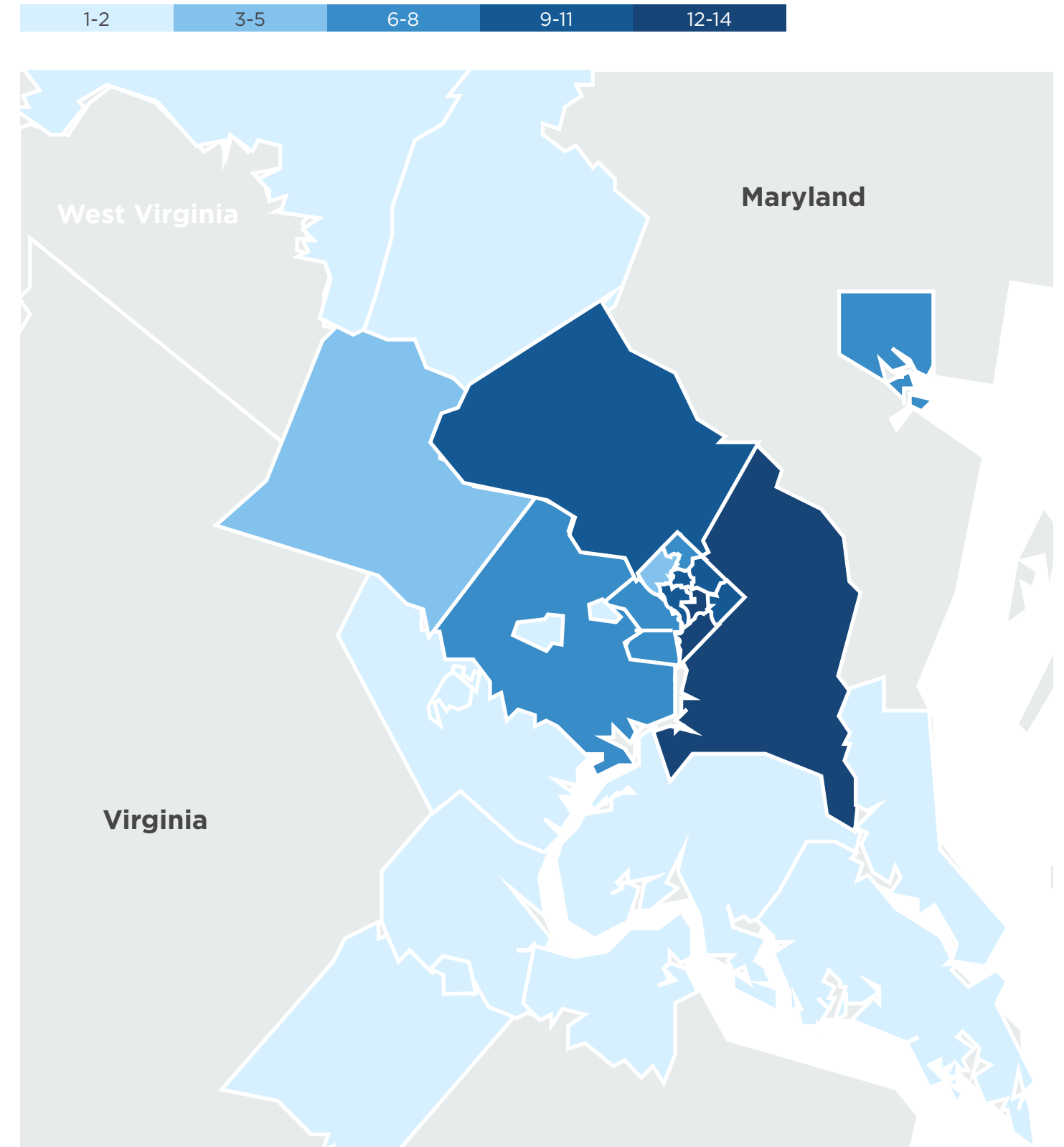
with 52 high-impact nonprofits and nearly 350 nonprofit executives, significantly exceeding our original goal of 50 nonprofits and 200 leaders.

As the name "Leading for Impact" implies, the



COVERING THE DC AREA

Number of LFI-DC organizations with sites in each county, city, and ward in the greater DC area



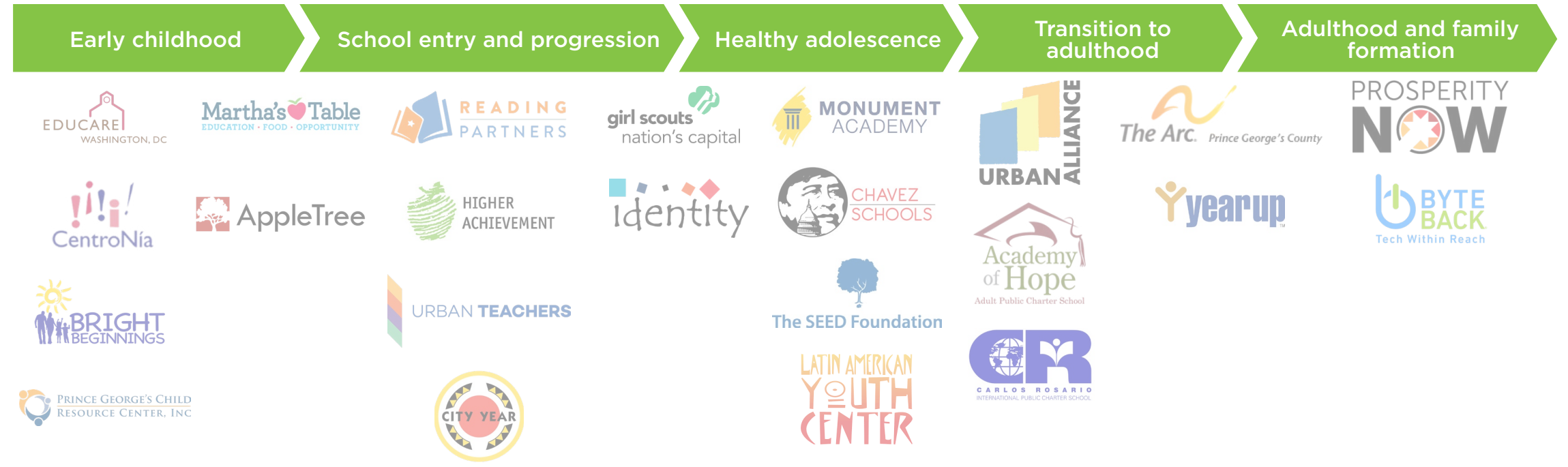
Helping youth and adults achieve critical milestones

On this page we show the LFI-DC organizations mapped against a framework that lays out critical milestones in a young person's life, and the factors that promote or impede future success. It was developed by Bridgespan teams focused on place-based efforts to ensure access to opportunity and socioeconomic mobility in specific cities and regions. It is based on the Social Genome Project (a joint initiative of Brookings, Urban Institute and Child Trends), which features a data-rich model stretching from birth to middle age, allowing analysts to examine how circumstances and actions at developmentally significant life stages reverberate through a person's life.

As the graphic on the right demonstrates, the 52 LFI-DC organizations comprehensively support the DC region's most pressing social needs. These organizations **help youth achieve critical milestones**, **address impediments that can prevent individuals from reaching their full potential**, and **provide critical foundations for society**—or all of the above!

Note: Each organization is only pictured once, even though many provide multiple services and aid multiple populations.

Milestones



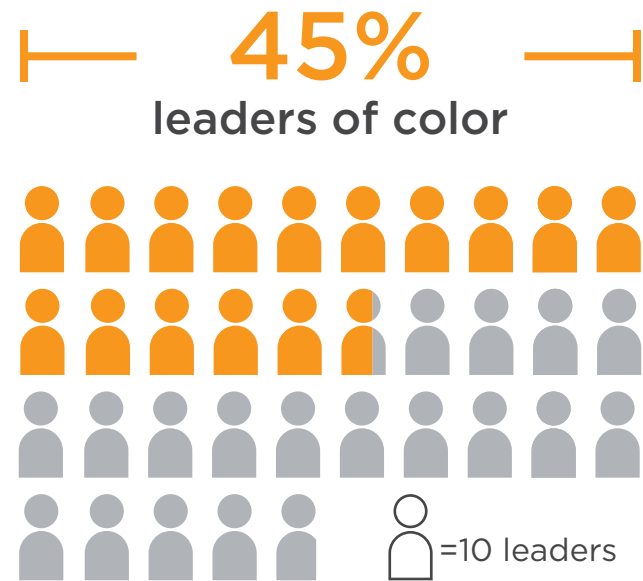
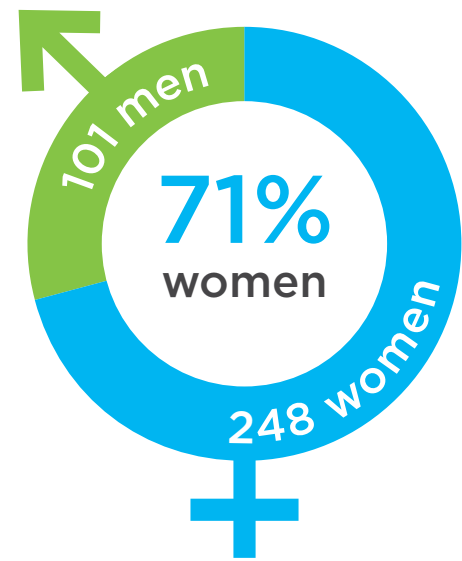
Impediments



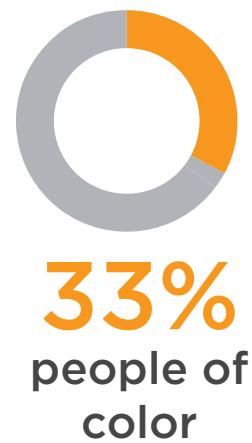
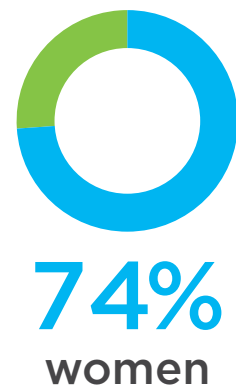
Critical Foundations & Basic Needs



THE LFI-DC LEADERS



Executive Team Size



BECOMING MORE STRATEGIC

A hallmark of the LFI program is its focus on helping teams clarify their goals and identify the most effective strategies to achieve them. LFI coaches work closely with each team to help them identify and prioritize the most important strategic questions facing their organization. Many teams choose to focus one or both of their LFI projects on gaining additional clarity around a key strategic question.

Relevant workshops:

- Intended Impact
- Theory of Change
- Improving Performance

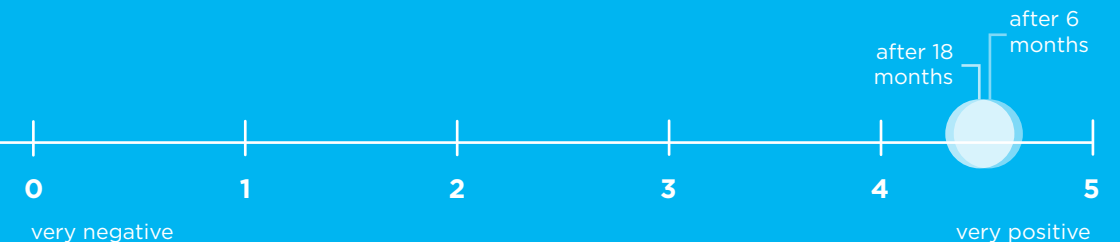
10 projects focused on intended impact and theory of change

5 projects focused on analyzing the current program portfolio

19 other strategic clarity projects

Participant feedback survey:

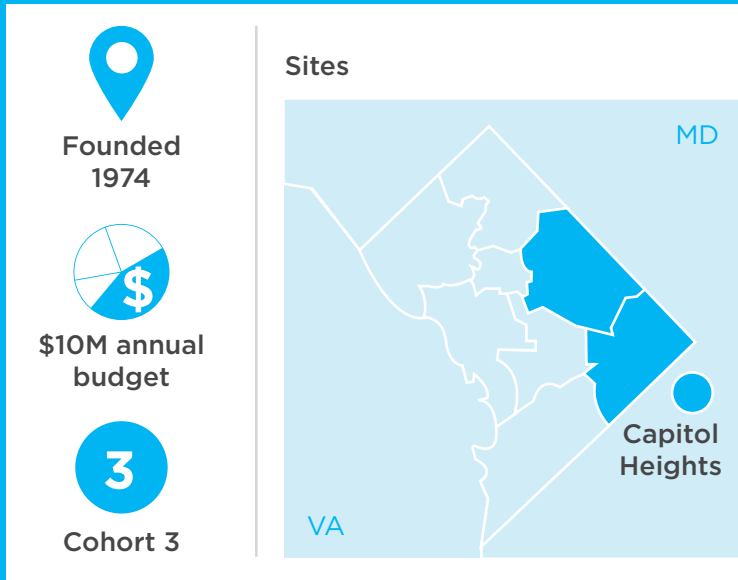
LFI helped my organization gain strategic clarity



SASHA BRUCE YOUTHWORKS

Sasha Bruce Youthworks is the largest and most experienced provider of services to homeless, runaway, abused, and neglected youth in the DC region and their families.

They help young people find safe homes, achieve and maintain good physical and mental health, create and strengthen supportive and stable families, and explore opportunities in education and careers.



Project 1:

Strategic clarity- Clarifying Sasha Bruce's intended impact, and identifying which programs are most aligned with the organization's impact goals and contribute most to financial sustainability

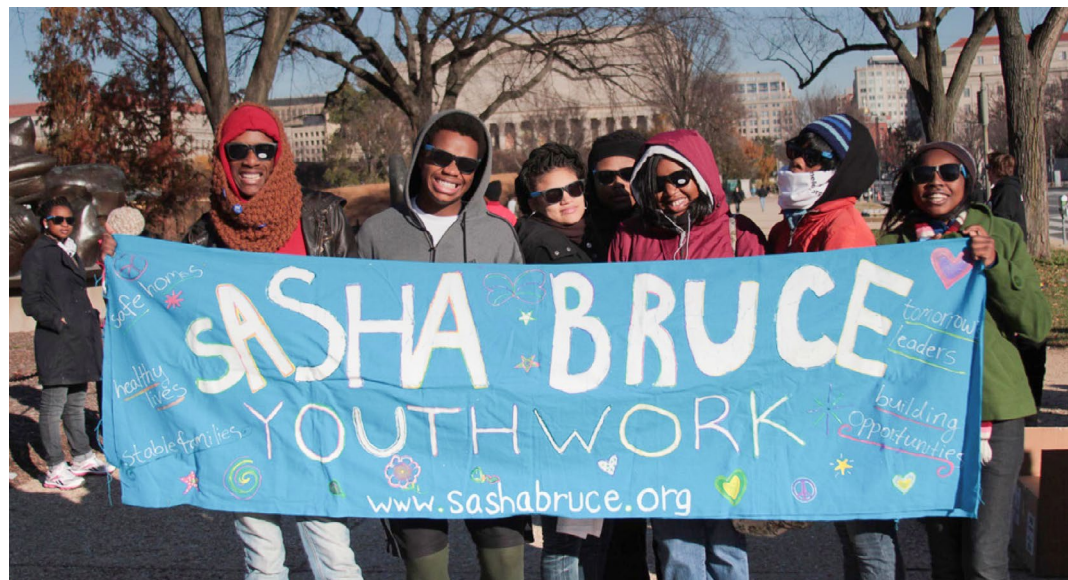
“Our participation with LFI has made a lasting impact on our organization and I am grateful for the opportunity to participate. The project helped us to develop and reinforce better decision making from our senior team and produce better program results. We have, for instance, continued to use the metrics we developed during the LFI project to evaluate new program opportunities as to their contributions to the mission and bottom line; we have improved our performance evaluation system by including the qualities that we determined were of highest value during our time with LFI into our evaluation format, and have increased our use of our data to guide program growth and quality improvement.

All of this has resulted in a strong organization. We have had opportunities to grow which we have been able to do successfully. For example, we opened two additional Drop-in Center nights serving 50-75 homeless youth per night. We received funding to expand our services at a public housing project to become a Family Success Center. We have added 24 beds of transitional housing for young adults who would otherwise be homeless.”

Debby Shore, Executive Director of Sasha Bruce Youthworks

Project 2:

Talent development- Using Bridgespan's Building Future Leaders process to create an inclusive, customized talent development process



“Our first project was “Go/No Go” analysis to expand our health service offerings to include primary care. As a reproductive health organization, our board needed to fully understand the impact on our program and capacity to fulfill what they see as our core mission of delivering reproductive health services before making this decision. LFI provided us with the technical assistance, guidance, and frankly, focused time in our team to develop a strong case statement recommendation to the board. The outcome is that the board agreed with the recommendation and we began primary care in the fall of 2019.”

Laura Meyers, President and CEO of Planned Parenthood of Metropolitan Washington, DC



Project 1:

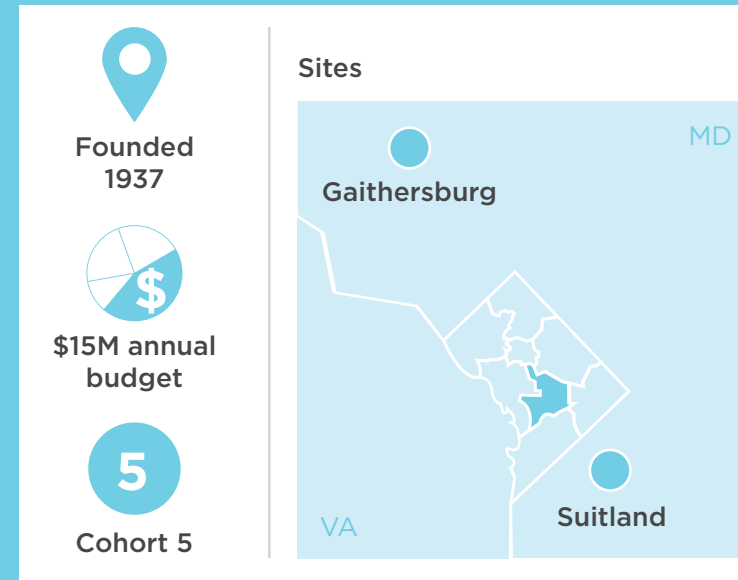
Strategic clarity- Making a go/no go decision on expansion into primary care services

Project 2:

Organizational effectiveness- Culture change: setting a vision, and developing a roadmap for key initiatives

PLANNED PARENTHOOD OF METROPOLITAN WASHINGTON, DC

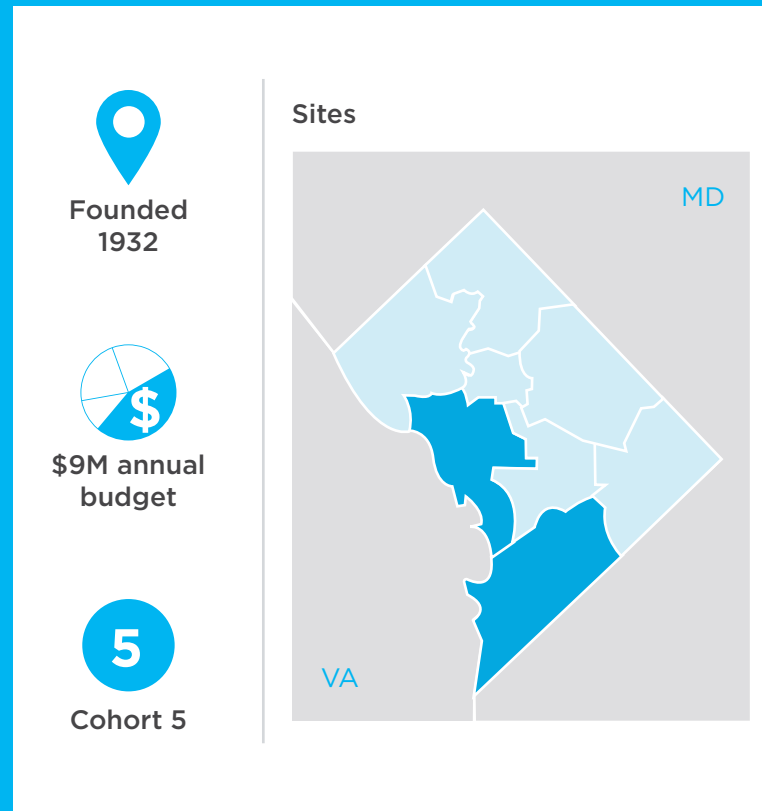
The oldest and largest provider of family planning services in metropolitan Washington, Planned Parenthood of Metropolitan Washington, DC, provides high quality, affordable reproductive healthcare, promotes education programs that empower all individuals to make informed and responsible reproductive choices, and protects the right to make those choices.



LEGAL AID SOCIETY OF THE DISTRICT OF COLUMBIA

The Legal Aid Society of the District of Columbia is DC's oldest and largest civil legal services organization. It provides direct representation to individuals in poverty with legal issues in four practice areas: housing, domestic violence/family law, public benefits, and consumer law.

Legal Aid litigates important poverty-related cases before the DC Court of Appeals through its nationally recognized Barbara McDowell Appellate Advocacy Project. The outcomes of these cases have the potential to impact hundreds, if not thousands, of individuals living in poverty in the District.



“LFI has helped us improve how we think about, talk about, and conduct our work. The theory of change we created in our first LFI project has played a significant role in our work. I mentioned it just today in an important meeting with junior staff and gave a presentation on it with our biggest funder in the past two weeks. Since beginning LFI in 2017, we have significantly grown our infrastructure, our leadership capacity, our data analysis, and our systemic work. We also added new projects regarding immigration and reentry and public benefits during this time.”

Eric Angel, Executive Director of Legal Aid Society of the District of Columbia

Project 1:

Strategic clarity- Clarifying the organization's intended impact and theory of change, and growth priorities

Project 2:

Funding strategy- Clarifying and refining their funding strategy

INCREASING EXECUTIVE TEAM EFFECTIVENESS

Improving the effectiveness of organizations' executive teams is a key focus area of LFI. Many LFI modules center on important team effectiveness topics, including understanding and managing unconscious bias, working together with different leadership styles, and setting a team effectiveness agenda. In addition, LFI helps organizations develop their talent pipeline through modules and projects focused on developing future leaders.

Relevant workshops:

- Maximizing Executive Team Effectiveness
- Understanding and Managing Unconscious Bias
- Working Together with Different Leadership Styles
- Building Future Leaders

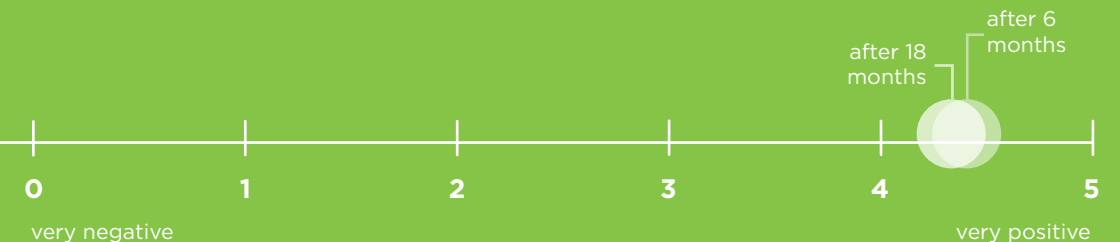
8
executive team effectiveness projects

20
Building Future Leaders projects

1
project focused on preparing for an executive transition

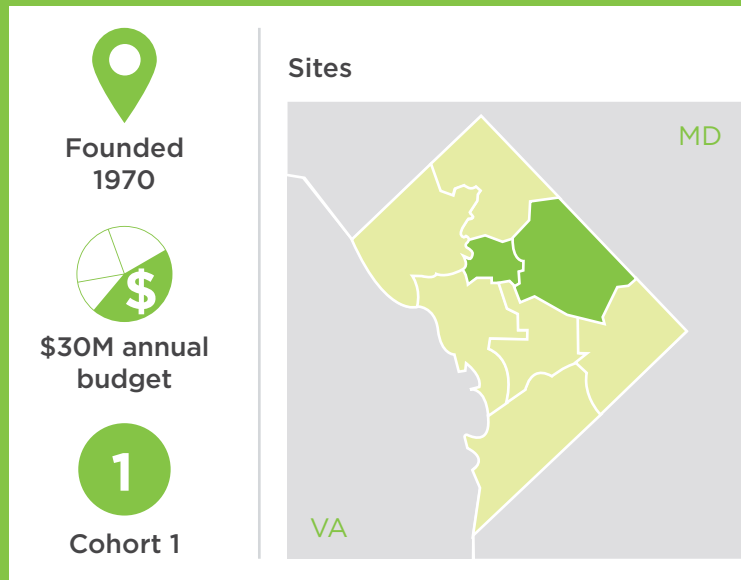
Participant feedback survey:

LFI helped increase my team's effectiveness



CARLOS ROSARIO SCHOOL

Carlos Rosario School provides high-quality education, career training, and supportive services to more than 2,500 adult immigrants annually, enabling them to realize their dreams while strengthening their community and economy.



Project 1:

Strategic Clarity and Performance Measurement- Identified new, ambitious student-outcome and community-level impact goals and developed assessment approach



“In our first LFI project, we gathered student needs and long-term impact data and got it really well-organized for the first time. Our student services team and our principals used it to shine a light on the most pressing needs, split by gender, age, language. This rich data helped us prioritize and target student supports, and we are building on this work as we measure the School’s impact longitudinally.

Through LFI, we now have a stronger, deeper bench of leaders. LFI supported the development of the leadership team through on-site, daylong workshops, the opportunity to work on the capstone organizational development projects together, going through the succession planning exercise, and implementing the Building Future Leaders model. Our leadership team is more connected, with a shared vocabulary around decision making, and new ways of looking at problems together.

Since starting LFI we have:

- Expanded to serving MD and VA residents, in addition to our DC residents
- Added programs including small business training, bilingual teacher training, and construction trades training
- Expanded services to include linking students to subsidized transportation and on-site legal services.”

Allison Kokkoros, Executive Director of Carlos Rosario School



Project 2:

Talent Development- Used Bridgespan’s tested Building Future Leaders approach to identify critical leadership competencies, assess team strength, and create individualized development plans and ongoing supports



“The cohesion of the executive team was greatly enhanced as a result of the LFI work we did. The impact of this enhanced cohesion has been a reduction in miscommunications, and more accountability. In 2019, two of CentroNía’s sites were designated, by DC Capital Quality and the Office of the State Superintendent of Education, as high-quality facilities. Only 15 (out of 245) licensed sites received this

designation. CentroNía is currently overseeing the conversion of the former Silver Spring library into a childcare center that will serve 150 children, which is scheduled to open in summer of 2022.”

Myrna Peralta, Executive Director of CentroNía



Project 1:

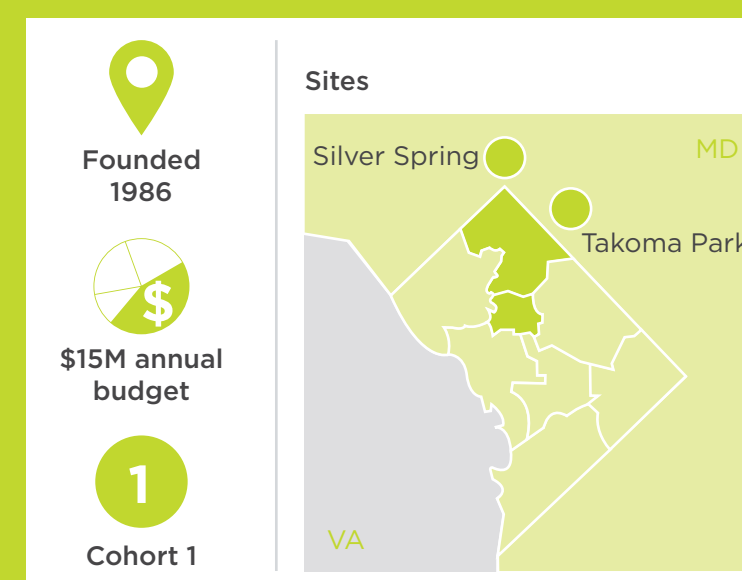
Organizational effectiveness- Increasing the organizational and programmatic alignment across sites

Project 2:

Talent development- Used Bridgespan’s tested Building Future Leaders approach to create an inclusive, customized talent development process

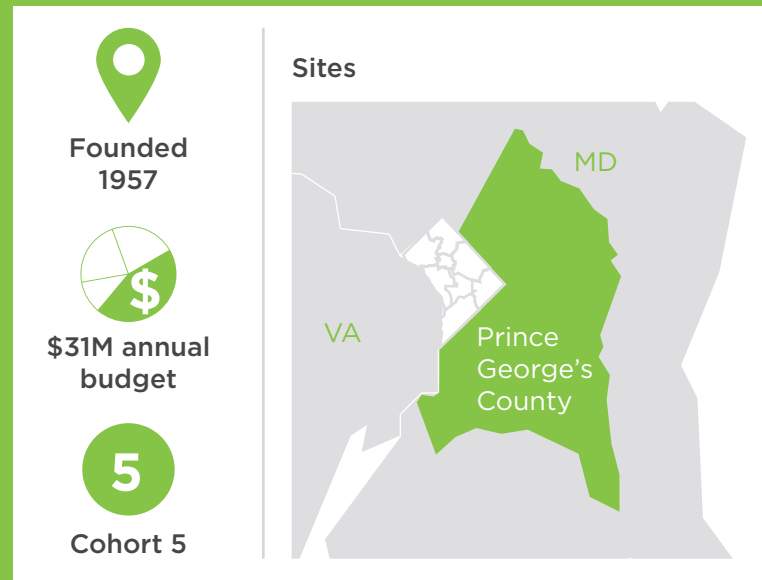
CENTRONÍA

CentroNía provides affordable, high-quality early childhood education, professional development to educators, and family support services in a bilingual and multicultural environment to more than 2,400 low-income children and families.



THE ARC PRINCE GEORGE'S COUNTY

The Arc provides comprehensive support, understanding, and opportunities for people with intellectual and developmental disabilities and their families, so that they have the skills, access, and information they need to fully participate as citizens in their communities. Programs and partnerships include community inclusion, employment training, residential services, and advocacy.



Project 1:

Organizational effectiveness-
Improving retention of frontline staff (direct support professionals)

“We focused one LFI project on retention of frontline staff, which is challenging given our field. We launched a supervisor satisfaction survey that helps our leaders focus on activities and interactions with staff that strengthen employee satisfaction. Based on survey results, we have focused on responsiveness and providing critical feedback.

LFI also helped members of the senior team better understand how they should interact and take a global view instead of just a lens from their department. We have also set up an executive team—a smaller body of leaders—which includes new roles for chief of staff and chief program officer. The executive team helps to drive decisions and takes an oversight role off of the executive director. Because of the support from Bridgespan, we are much more productive at a senior and executive leadership level and are aggressively pursuing capacity-building needs for the organization.”



Rob Malone, Executive Director of The Arc Prince George's County



Project 2:

Executive team effectiveness-
Improving the effectiveness of a large and diverse leadership team

IMPROVING ORGANIZATIONAL EFFECTIVENESS

The LFI theory of change posits that stronger, more aligned leadership teams will run more effective organizations, leading to greater impact. Several LFI modules focus on helping leadership teams strengthen their organizational effectiveness with topics such as building a high-performance organization, effective decision making, and improving performance. Many LFI project topics also center on organizational effectiveness, such as process mapping to improve the efficiency and effectiveness of key procedures like hiring and onboarding new staff, launching new programs or sites, and responding to crises.

Relevant workshops:



Building a High-Performance Organization



Managing & Measuring Strategic Priorities



Creating an Effective Decision Making Culture

7

process improvement projects

9

executive team dashboard projects

16

other organizational effectiveness projects

Participant feedback survey:

LFI helped improve my organization's performance

0 very negative

1

2

3

4

5

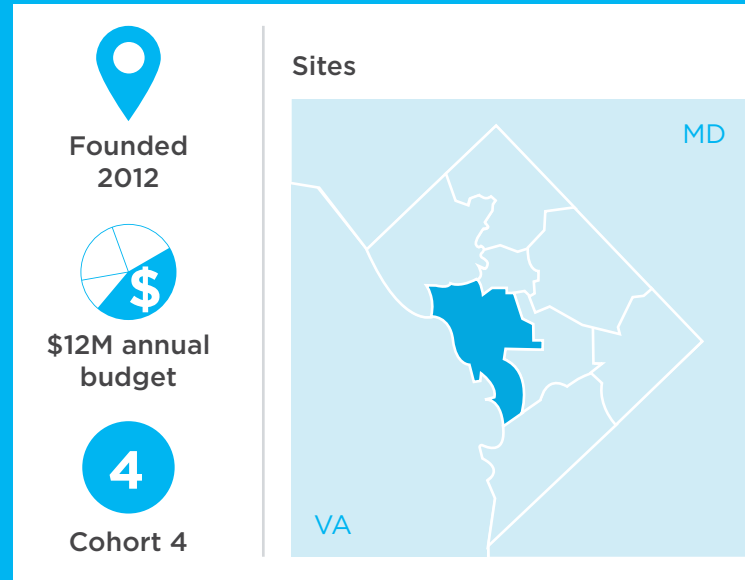
very positive

after 6 months

after 18 months

R STREET INSTITUTE

The R Street Institute is a nonprofit, nonpartisan, public policy research organization that engages in policy research and outreach to promote free markets and limited, effective government.



“LFI has had a significant and, perhaps, transformative effect on the way we work as an organization. It has not all been smooth sailing but we are stronger and better for having participated. Internally, we’ve restructured twice and invested in the internal systems and processes we need to position ourselves for growth. Most prominently, a new business development department and program management capacity are both direct results of work we did in LFI. Less visibly, some tools we learned as part of the LFI courses—the RAPID decision-making framework, most prominently—are now part of our standard operating procedure. LFI has made us better situated for ongoing growth and change.”

Since beginning LFI we’ve seen healthy increases in the metrics we measure against other think tanks: our appearances on major TV have gone from fewer than ten to over 100 a year, our calls to testify before Congress have more than tripled, and we’ve also more than tripled the number of op-eds we place in major newspapers. We’ve also roughly doubled our Twitter following.”

Eli Lehrer, CEO of R Street Institute

Project 1:

Organizational effectiveness- Adapting fundraising/business development processes, accountabilities, and capabilities to enable growth

Project 2:

Talent development- Identifying, developing, and retaining high performers



Project 1:

Strategic clarity- Develop road map for clarifying/codifying their model and plans for future growth

“LFI pushed me to be a more self-aware leader and pushed my systems thinking. Our organization, although two decades old, had maintained many practices and behaviors of a ‘start-up.’ However, to move us from start-up to sustainability required growth and change. LFI provided the framework to consider what changes needed to take place. It also provided our leadership team with a safe place and time to push ‘the way we have always done it’ thinking. This focus fostered an opportunity for accountability, as well as a shared experience for all members of the team to ‘get smarter.’ The



investment in the individuals on our team might have been the greatest investment our organization has ever made. Lastly, five members of our original team remain on the leadership team, and these are the leaders having the greatest impact on our mission and moving us toward our vision and intended impact. As a result, our schools are stronger, and graduates are experiencing greater agency to change their own lives.”

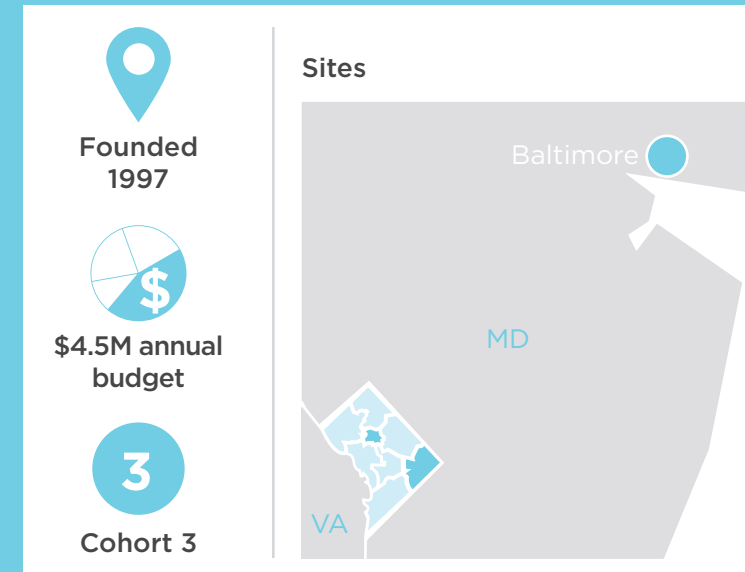
Lesley D. Poole, CEO of The SEED Foundation

Project 2:

Organizational effectiveness- Clarifying accountabilities and decision roles across the network

THE SEED FOUNDATION

The nation’s first and only network of public, college-preparatory boarding schools designed for students who need—and deserve—a 24-hour learning environment to achieve their full potential. The SEED Foundation serves 1,000 students in grades 6-12 across three schools.



GROWING THOUGHTFULLY

Nonprofits with strong and capable leadership teams, who set a clear strategy and run an efficient and effective organization, are naturally poised to grow successfully and have greater impact on their local communities. LFI modules include topics such as optimizing an organization's program mix, managing and measuring strategic priorities, ensuring financial sustainability, and leading change. Many LFI projects touch on growth, whether through laying the foundations for growth, answering key questions about how to grow, developing specific growth plans, or carefully implementing growth plans.

Relevant workshops:



Optimizing Program Mix



Ensuring Financial Sustainability



Leading Change

17

projects focused on growth

5

projects focused on change management

Participant feedback survey:

LFI helped improve my organization's performance

0 very negative

1

2

3

4

5 very positive

after 18 months

after 6 months



“LFI increased AppleTree’s impact by providing us with support and tools to make better decisions and create better alignment among our leaders. Our charter was recently renewed without conditions and with all of our preschools ranked Tier One. AppleTree grew by 55 percent during the past five years, moved to a permanent site at THEARC West and is creating two new preschools this year—while maintaining or improving the quality of teaching and learning.”

We are working with a growing number of preschool operators in Washington, DC, New York City, and Dallas-Fort Worth. We completed a strategic evidence plan and are working on a longitudinal study of AppleTree’s impact on children’s learning with the American Institutes of Research. We launched the AppleTree Early Childhood Teacher Residency Program which has graduated three cohorts of resident teachers. We had a successful RCT of our social-emotional learning curriculum, ‘Get Ready To Learn.’”

Jack McCarthy, President and CEO of AppleTree Institute for Education Innovation



Project 1:

Strategic clarity-
Preparing to scale
AppleTree’s Every
Child Ready model

Project 2:

Strategic clarity-
Market analysis to
identify the most
promising growth
strategy

APPLETREE INSTITUTE FOR EDUCATION INNOVATION

AppleTree’s mission is to close the achievement gap before children get to kindergarten by providing three- and four-year-olds with the social, emotional, and cognitive foundations that enable them to thrive in school. It runs a network of public charter preschools that reaches over 3,400 three- and four-year-olds (one-third of preschool and prekindergarten charter school students in DC).

AppleTree has a research and development institute that develops, refines, and scales its award-winning instructional model, Every Child Ready.



Founded 1996

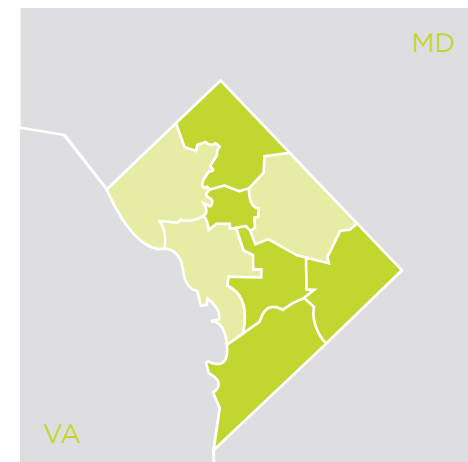


\$30M annual budget



Cohort 1

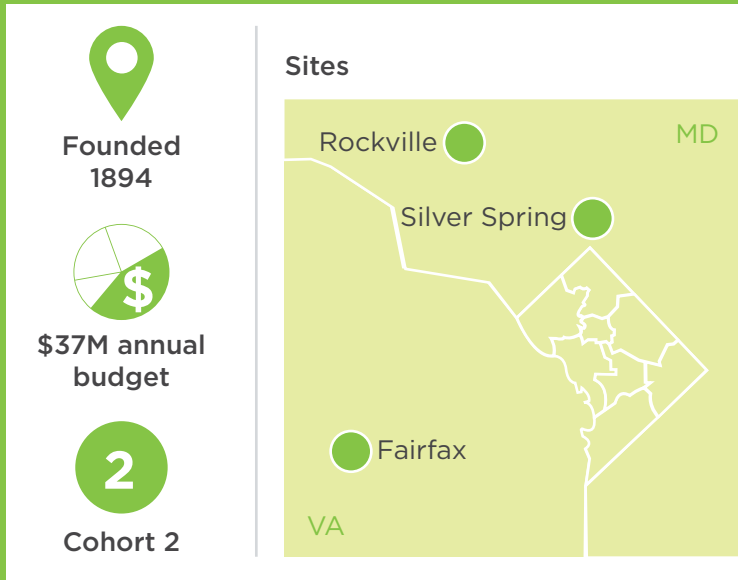
Sites



JSSA

JSSA supports more than 25,000 individuals and families annually through a wide range of services including mental health counseling, employment for people with disabilities, case management, private duty home care, hospice care, Holocaust Survivor services, and programs to address social determinants of health.

The organization serves individuals of all faiths, regardless of ability to pay, with a nonsectarian approach rooted in Jewish values.



“The structure, discipline, and accountability of the LFI process was very helpful. The workgroups we formed as part of our LFI project helped us keep our growth plans for the Woodbridge site moving forward on track. We hit all our expansion goals on time, which exceeded my expectations. With this growth, we’re able to accept more students each term and help them achieve their potential.”

Guylaine Saint Juste, Executive Director of Year Up National Capital Region



Project 1:

Strategic clarity- Planning for the expansion of the Woodbridge site

Project 2:

Change management- Doubling the size of the Woodbridge site



“As a result of LFI, we have better data-driven decision making, including access to dashboards with real-time data. In LFI, we analyzed our program portfolio and made better decisions about growing versus contracting/closing programs. We also improved talent management to focus on professional development of staff in the competencies most helpful to the organization’s impact. Now, we capture better outcome/impact data on our client work. We improved our financial health and have achieved 80 percent agency growth in five years. We also aligned our Board composition and governance with the organization’s strategic direction.

We launched many new programs that provide better access to service for people who would not come to our offices (e.g., co-locating with schools, physician practices, senior living communities) and increased our ability to serve a higher-acuity clientele. Our hospice has not only grown in size, but is now consistently rated the best in our county on CMS quality ratings. We opened/renovated two sites to increase the capacity of each site to serve more people. We are currently exploring broader geographic expansion.”

Todd Schenk, CEO of JSSA

Project 1:

Strategic clarity- Developing clear impact and economic criteria to assess existing and potential programs

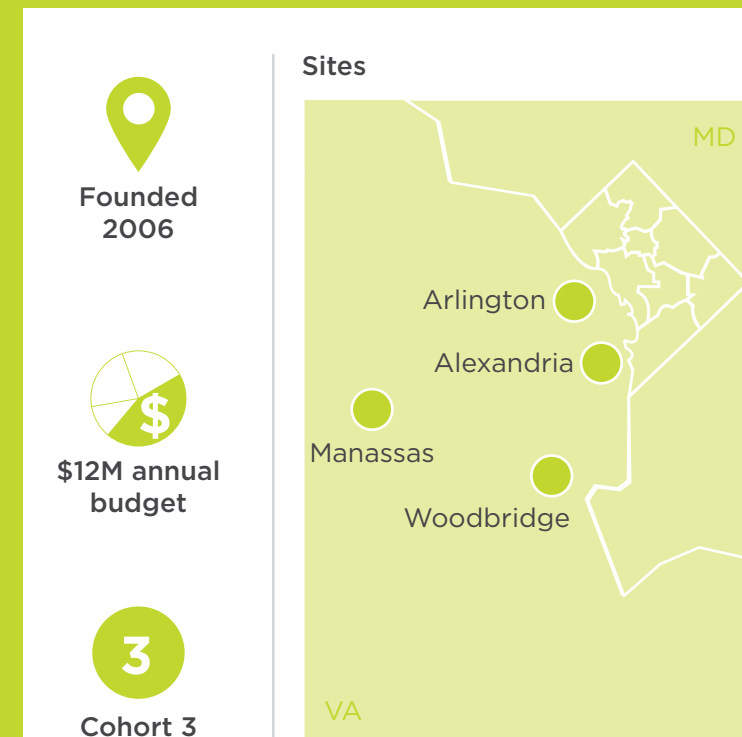
Project 2:

Talent development- Used Bridgespan’s tested Building Future Leaders approach to identify critical leadership competencies, assess team strength, and create individualized development plans and ongoing supports

YEAR UP NATIONAL CAPITAL REGION

Year Up is a one-year, intensive training program that provides underserved young adults, ages 18-24, with a combination of hands-on skills development, coursework eligible for college credit, corporate internships, and wraparound support.

Year Up provides young adults facing social and economic injustice with the professional and technical skills that hiring companies need, helping them launch successful professional careers while providing American businesses with an untapped source of bright, motivated young talent. Two years after Year Up, alumni earn 40 percent more on average than similar young adults.



CONVENING LEADERS ACROSS THE SIX COHORTS TO SHARE WISDOM AND EXPERTISE



November 15, 2017 Building Future Leaders

At our first cross-cohort convening, leaders from all six cohorts and LFI-DC donors came together to discuss how nonprofits can most effectively develop their current and future leaders. At this point, organizations in Cohort 1 were just wrapping up the full two-year LFI program, and were able to share their advice and perspective with organizations in later cohorts. Four organizations in the first cohort chose to focus their second LFI project on leadership development and participated in a panel discussion: Carlos Rosario International Public Charter School, Urban Alliance, Montgomery County Coalition for the Homeless, and Northern Virginia Family Service.

At the convening, each organization shared the steps they had gone through and the changes they had made to strengthen employee growth and development, and answered questions from other leaders. The convening also featured time for leaders to connect with their peers from other cohorts informally.



May 1, 2019 Leading Change

At our second cross-cohort convening, leaders from all six cohorts and LFI-DC donors gathered again to share wisdom on helping their organizations navigate periods of change. This convening featured a panel discussion of leaders from five LFI-DC organizations representing multiple cohorts: Arlington Free Clinic, Martha's Table, KIPP DC, Urban Alliance, and Wesley Housing Development Corporation. Each shared an experience of leading during significant change—often as a result of LFI projects—while using change management practices and tools taught in the classroom.

It was inspiring to hear each speaker share candid reflections on what went well and how their executive team worked through the inevitable challenges. The event also featured two additional LFI organizations: Building Bridges Across the River/THEARC hosted the event in their beautiful performing arts theater, and DC Central Kitchen catered the reception after the panel, which allowed time for leaders to reunite with their peers in other organizations and make new connections.

INVESTING WITH PARTNERS TO ENSURE CONTINUED USE OF THESE TOOLS IN DC

To ensure that the DC-area nonprofit sector continues to remain strong, Bridgespan partnered with two local organizations that are focused on building nonprofit capacity: Fair Chance and Maryland Nonprofits. In addition to participating in an LFI-DC cohort and receiving the associated capacity-building training and project support, they also each received matching funding from the LFI-DC donor community in order to strengthen their capacity and sustainability.

Both Maryland Nonprofits and Fair Chance's second LFI project included exploring how LFI content and methodologies might enhance the quality and reach of their services in the region. Both identified key LFI tools and frameworks that they believe their network of nonprofits could benefit from, and incorporated them into their consulting projects and trainings.

FAIR CHANCE

Fair Chance aims to achieve life-changing results for children and youth. Its approach is inspired by its Racial Equity Framework and a belief that community-based nonprofits are critical players in combating the effects of poverty on children.

Fair Chance provides a continuum of free, long-term, intensive capacity-building programs to meet the unique needs of carefully selected annual cohort of community-based nonprofits serving children and families experiencing poverty.



Founded
2002

+120

Nonprofit partners
across the DC area

2x

Average increase in
the number of children
served and the budget
for nonprofit partners

Project 1:

Clarifying Fair Chance's intended impact and theory of change with racial equity work

Project 2:

Developing a plan and strategy for Network Services that help alumni organizations grow and thrive after they graduate from the Fair Chance Partnership

“LFI was foundational, instrumental, and catalytic in helping us build the infrastructure for the next phase of our impact. Our organization was right at the moment of growth, and this investment in our organization, people, and infrastructure was crucial. The theory of change that we developed during LFI helped us clarify our strategy and incorporate our racial equity work. LFI also taught us about the importance of building accountability within the executive team, and the need to be very clear about each person's role, and the role of the team, and decision making. We built a stronger team with a charter, a decision making protocol, and a dashboard. Over the long term, we'll be able to serve more nonprofits, and serve them better, because of the tools, infrastructure, and team we've built through LFI.”

Gretchen Van der Veer, CEO of Fair Chance

Impact of LFI

- Greater strategic clarity for the organization as a whole, and for the Network Services program
- Increased internal capacity through leveraging of learning and funds to create two new positions
- Stronger executive team, with more clarity and alignment on roles and decision making

Integration of LFI content

Adapted and integrated LFI content into all programs including:

- Measuring and Managing Strategic Priorities
- Intended Impact/TOC
- Leading Change
- Aligning Funding to Strategy
- Optimizing Program Mix
- Developing Future Leaders
- RAPID Decision-Making Tool
- Building Future Leaders

Project 1:

Clarifying Maryland Nonprofits' intended impact and theory of change, and aligning programs and organizational structure with the new strategy

Project 2:

Clarifying key outcomes and metrics for each program, and beginning to develop an organizational dashboard

“The reorganization that we did during LFI enabled us to increase the quality of and robust participation in our programs. Combining all of our programs under a leader who is very quality-focused has helped us increase the efficiency and quality of our programs. Our training programs are well-attended and even higher-quality. We're also making progress on measuring our impact.

Through LFI, we built a stronger-functioning senior management team. Now it really feels like the senior team is working towards the benefit of the organization as a whole, not simply their own goals. The process of building a team took a lot off my shoulders—now, I have a team that shares the load.”

Heather Iliff, President & CEO of Maryland Nonprofits

Impact of LFI

- Greater strategic clarity on the most important organizational goals and key strategies to accomplish them
- New organizational structure aligned with strategy
- Stronger executive team, with more cohesion and clarity on roles and decision making

Integration of LFI content

- Has used tools such as RAPID, Theory of Change, and Ultimate Impact in consulting engagements
- Presented session based on Executive Team Leadership at 2019 Annual Conference
- Developing a “Leadership Experience” program for nonprofit executive teams based on LFI's Effective executive teams content

MARYLAND NONPROFITS

Maryland Nonprofits offers capacity-building trainings and customized consulting to help nonprofits strengthen their governance and management, with a focus on ethics, accountability, and embracing diversity, equity, and inclusion. They advocate for the nonprofit sector and the communities it serves, and educate the public about the social and economic impact of the nonprofit sector.

Maryland Nonprofits also operates the national *Standards for Excellence* program, which provides resources and education on best practices for nonprofit governance, management, policies, procedures, and legal compliance, and accredits nonprofits that meet the highest standards.

1,300

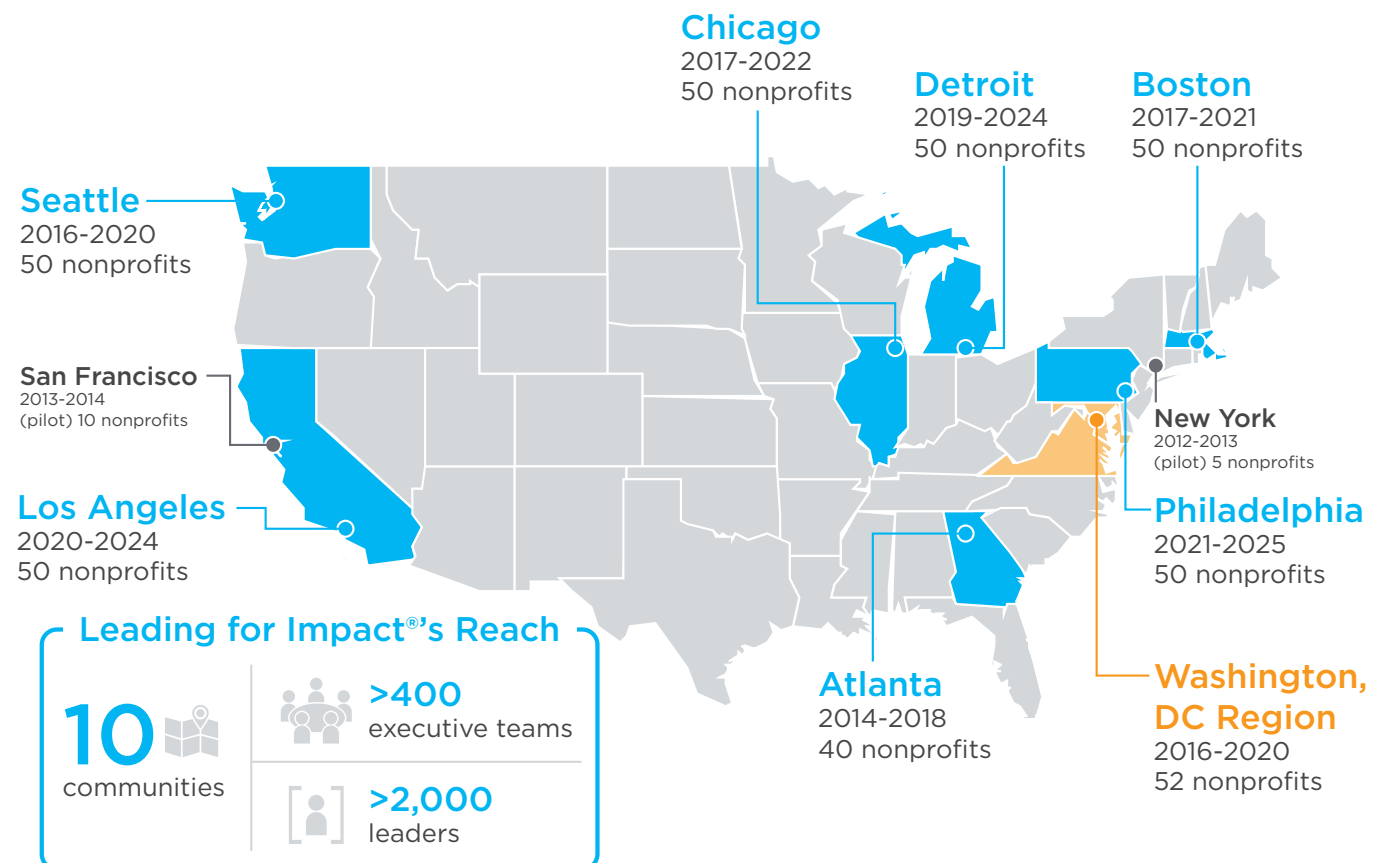
Nonprofit partners
across Maryland

200

Individuals,
companies, and
government
agencies convened

BECOMING PART OF THE BROADER LFI COMMUNITY

The 52 nonprofits that participated in LFI-DC are part of a growing network of organizations and leaders across the country:



Organizations that participated in LFI-DC have the opportunity to continue their learning and performance improvement through participating in **Bridgespan's Leadership Accelerator**, a suite of digital capacity-building programs for nonprofit executive teams. These 12 to 16-week courses for executive teams, focused on a growing set of topics, beginning with **Investing in Future Leaders** and **Achieving Strategic Clarity**.

Leadership Accelerator programs help Bridgespan respond to requests by many LFI alumni

organizations for additional capacity-building opportunities, and also enable Bridgespan to leverage what we have learned from supporting hundreds of LFI projects to make such opportunities available to thousands of other nonprofit executive teams, who may not otherwise have such opportunities for focused, guided performance improvement.

Seven LFI-DC nonprofits have already participated in Leadership Accelerator digital programs and pilot programs:



Investing in Future Leaders

- Project on Government Oversight
- Dog Tag Inc.
- R Street Institute (LFI-DC Cohort 4)



Achieving Strategic Clarity

- Briya Public Charter School
- Population Action International



Strengthening Executive Teams

- Montgomery County Coalition for the Homeless (LFI-DC Cohort 1, pilot participant)
- Pathways to Housing (LFI-DC Cohort 2, pilot participant)

Over the next five years, we will be building a series of programs tackling critical strategic management challenges:



Investing in Future Leaders

(launched Fall 2018)



Achieving Strategic Clarity

(launched Fall 2019)



Effective Executive Teams

(launching Fall 2020)



Measuring and Managing Strategic Priorities



Optimizing Program Mix



Effective Decision Making



Building an Effective Organization

Future program offerings

THANK YOU TO OUR FUNDERS

Our lead partner:



Additional donors who have generously supported the DC program:

- Anonymous Donor
- Lisa and Joshua Bernstein
- Case Foundation
- Wendy Goldberg
- Donald Graham
- Rob Stewart
- Frank Williams
- Mary Menell Zients

And the entire LFI-DC team:

- | | |
|-----------------|---------------------|
| Emily Cavedon | Alessandro Pajewski |
| Kay Coughlin | Neelay Patil |
| Peter Grunert | Olivia Peoples |
| Indrani Handa | Bob Searle |
| Juliette Henry | Indra Sen |
| Maddie Holland | Alexandra Smith |
| Kirk Kramer | Monique Smith |
| Leslie MacKrell | Ben Strauss |
| Amy Markham | Tom Tierney |
| Alex McCue | Lindsey Waldron |
| Micaela Owen | David Washer |

APPENDIX: LFI-DC Participating Organizations

Cohort 1	Cohort 2	Cohort 3
<ul style="list-style-type: none"> • AppleTree Institute for Education Innovation • Carlos Rosario International Public Charter School • CentroNía • Chavez Schools • Identity, Inc. • Montgomery County Coalition for the Homeless • Northern Virginia Family Service • Urban Alliance 	<ul style="list-style-type: none"> • Boys Town Washington DC • Cornerstone, Inc. • Higher Achievement • Interfaith Works • Jewish Social Service Agency • Latin American Youth Center • Pathways to Housing DC • Reading Partners 	<ul style="list-style-type: none"> • DC Central Kitchen • La Clinica del Pueblo • Food & Friends • Prosperity Now (formerly the Corporation for Enterprise Development) • Sasha Bruce Youthworks • The SEED Foundation • Urban Teachers • Year Up National Capital Region
Cohort 4	Cohort 5	Cohort 6
<ul style="list-style-type: none"> • Bright Beginnings • Byte Back • Fair Chance* • KIPP DC • Martha's Table • New Hope Housing • R Street Institute** • Wesley Housing • YWCA National Capital Region 	<ul style="list-style-type: none"> • Arlington Free Clinic • Campaign Legal Center** • Educare Washington, DC • Girl Scouts Nation's Capital • Legal Aid Society of the District of Columbia • Maryland Nonprofits* • Planned Parenthood of Metropolitan Washington, DC • Prince George's Child Resource Center • The Arc Prince George's County • United Communities Against Poverty 	<ul style="list-style-type: none"> • Academy of Hope DC • Building Bridges Across the River (BBAR) • City Year Washington, DC • Congressional Management Foundation** • Miriam's Kitchen • MobileMed • Monument Academy Public Charter School • District Alliance for Safe Housing • Wendt Center for Loss and Healing

*local capacity builder
**Hewlett grantee

