

LEADING FOR IMPACT® BOSTON

IMPACT REPORT 2016-2021



Dear LFI-Boston donors,

We are deeply grateful for your support in making the Leading for Impact–Boston program possible. Between 2016 and 2021, we collaborated with 48 high-impact nonprofits and over 350 nonprofit executives.

As the name “Leading for Impact” implies, the LFI program is based on the theory of change that investing in a nonprofit’s leadership team will lead to a stronger organization that has more impact on the world. In the following pages, we will share compelling data and stories about the enduring impact of the Leading for Impact program at each of these levels: stronger, more effective teams; more strategic and sustainable organizations; and greater social change for clients and communities.

Throughout the LFI program, we have regularly sought feedback from participating organizations to improve their experiences and strengthen the program for future participants. Over the last five years, we have revised and refined each module and framework, and significantly deepened the content on bias and equity, effective executive teams, and organizational models. We have learned much from the thoughtful and passionate leaders here in Boston, which we will take forward into future LFI cities.

As we write this, the LFI community of organizations has spent more than a year responding to the COVID crisis, multiple horrific examples of racial injustice, and the protests they have sparked. Organizations are finding ways to continue meeting essential needs while protecting the health of staff and clients, adjusting program models for remote delivery, launching new efforts to address the appalling and racially disproportionate economic impacts of this crisis, and planning ahead to ensure that the recovery, when it comes, is as equitable as possible. More than one organizational leader has told us that the teambuilding they did during LFI has been hugely valuable in helping their organization respond quickly and effectively during this unprecedented time, leading to greater impact in the communities they support.

It has been an honor to partner with so many passionate and committed funders and organizations over the past five years. We also will continue to support the LFI-Boston leaders and organizations by providing interactive webinars, sharing compelling research, and offering opportunities to participate in Bridgespan’s Leadership Accelerator programs.

With gratitude,



Bob Searle

And the entire LFI-Boston team:

Alen Amini

Mariah Collins

Vlad Nedelea

Beth Stram

Derek Brine

Rachel Dickens

Simi Pantazelos

Alexandra Smith

Zoe Bulger

Andrew Flamang

Emma Park

Butch Trusty

Emily Cavedon

Mary Gamber

Anum Qadir

Alyson Zandt

Jasmin Church

Amy Markham

Bob Searle

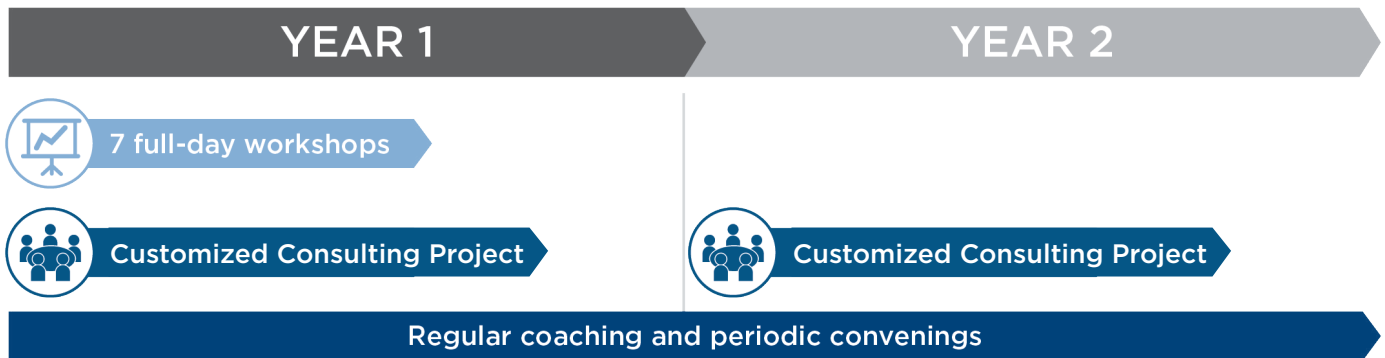


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THE LFI PROGRAM MODEL

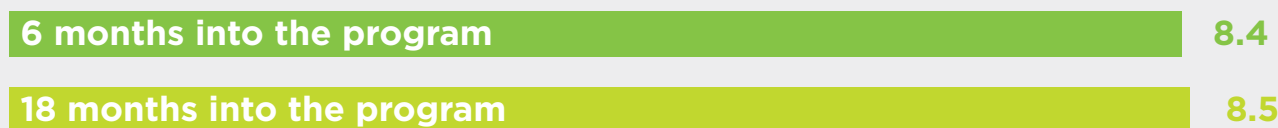
Two-Year LFI Model



Classroom Curriculum

	Session 1	Session 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
Org & Teams	Building a High-Performance Organization	Maximizing Executive Team Effectiveness	Understanding and Managing Unconscious Bias Working Together with Different Leadership Styles	Creating an Effective Decision-Making Culture	Building Future Leaders	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?



LFI-BOSTON ORGANIZATIONS

48

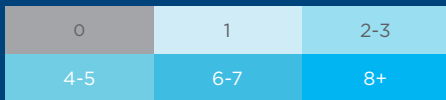
TOTAL ORGANIZATIONS

\$498M

TOTAL ANNUAL BUDGET



ORGANIZATION LOCATION



Number of LFI-Boston Organizations with headquarters in each neighborhood

Cambridge

Somerville

Allston/Brighton

Mission Hill

Jamaica Plain

Roxbury

Roslindale

West Roxbury

West End

Charlestown

Chelsea

East Boston

North End

Downtown

Waterfront

Chinatown

South Boston

South End

Back Bay

Fenway/Kenmore

Dorchester

Mattapan

5 LFI-Boston organizations have their headquarters in other suburbs (Framingham, Lexington, Lincoln, Lynn, and Waltham)



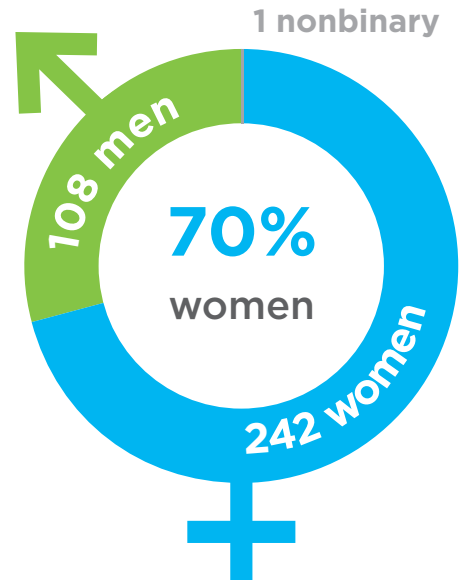
AREAS OF IMPACT



LFI-BOSTON LEADERS

351

TOTAL PARTICIPANTS



Executive Team Size

3-4 team members



10 organizations

5-6 team members



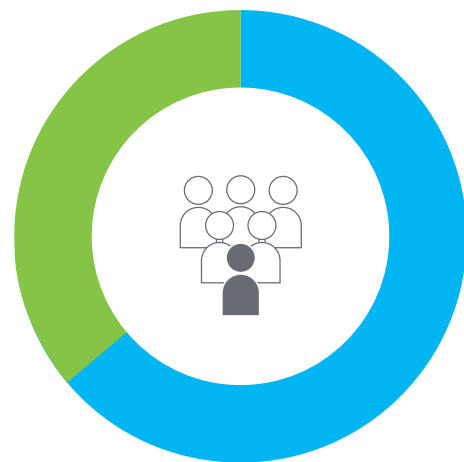
7-8 team members



9-10 team members



CEOs



65% women

LFI OUTCOME: 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.

The pages that follow highlight organizations that did at least one strategic clarity project.

Relevant workshops:



Achieving Strategic Clarity:
Intended Impact



Achieving Strategic Clarity:
Theory of Change



Optimizing Program Mix



Improving Performance



Ensuring Financial Sustainability

LFI-Boston organizations completed:

40 Strategic Clarity Projects

Participant feedback survey:

LFI helped my organization gain strategic clarity

0
very negative

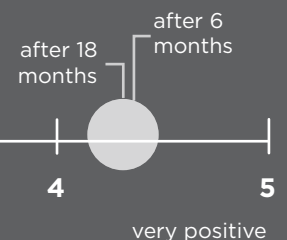
1

2

3

4

5
very positive



BOSTON CHINATOWN NEIGHBORHOOD CENTER

Boston Chinatown Neighborhood Center empowers Asians and new immigrants to build healthy families, achieve greater economic success, and contribute to thriving communities. BCNC provides a broad range of innovative programs and services centered around education, workforce development, family support, and arts and culture, leaving a significant and lasting impact on the lives of more than 13,000 children, youth, and adults every year.



**Boston Chinatown
Neighborhood Center**
波士頓華埠社區中心



Founded
1969



\$6.5M annual
budget



Cohort 6



“COVID19 has been an incredibly challenging year for the

Asian community with new priorities and needs coming up almost weekly. LFI set up our team for success to be highly effective, filter, and prioritize during an extremely challenging time.”

-Ben Hires, CEO

PROJECT 1

Executive Team Effectiveness

Strengthened the executive team’s ability to lead the organization by clarifying the team’s priorities, role, processes and norms, and building more effective meeting practices.

PROJECT 2

Strategic Clarity

Developed a prioritized approach to supporting and empowering the Asian immigrant community in Quincy.

EDVESTORS

EdVestors is a school improvement organization that combines strategic philanthropy, education expertise, and implementation support to help schools close opportunity and outcome gaps. Their mission is to advance equitable, meaningful education that prepares every Boston student to activate their power and shape their future. Since starting in 2002, EdVestors has raised and invested \$35 million in school improvement efforts.



Founded
2002



\$4.5M annual
budget



Cohort 1

PROJECT 1

Strategic Clarity

Developed a proposal for the next phase of EdVestors' work to increase access to quality in-school arts education for all Boston Public School students.



PROJECT 2

Executive Team Dashboard

Developed criteria and assessed programs for impact and organizational value to inform EdVestors' strategic priorities.



“LFI gave us a disciplined and in-depth way to review a program opportunity and what the path forward would be. It helped us shape an even more robust strategy and gave us a model for thinking about other program opportunities.”

-Marinell Rousmaniere, President & CEO



FAMILYAID BOSTON

FamilyAid Boston empowers parents and caregivers facing homelessness to secure and sustain housing and build strong foundations for their children's futures.



Founded
1916



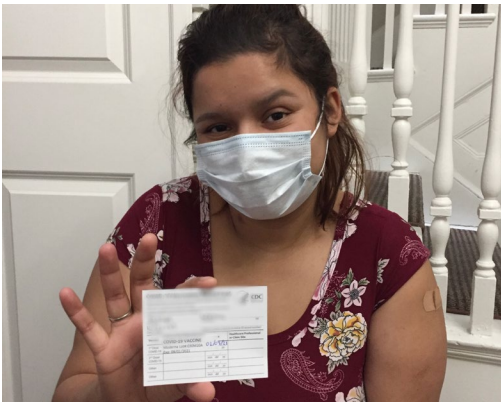
\$13M annual
budget



Cohort 6



FamilyAid
Boston



“COVID-19 upended the lives of thousands of Boston families living in poverty. As a result our service levels more than doubled overnight, and our work with each of our 2,600 clients became broader, deeper and more complicated. Bridgespan played a critical role in helping our executive team map and frame a critical programmatic and financial path forward through and past the pandemic. The result was improved programmatic outcomes for our families, and a stronger financial position for the agency.”

-Larry Seamans, President

PROJECT 1

Strategic Clarity

Updated and shifted FamilyAid's intended impact and theory of change to reflect a focus on a "Two Generation" approach to breaking the cycle of family homelessness.

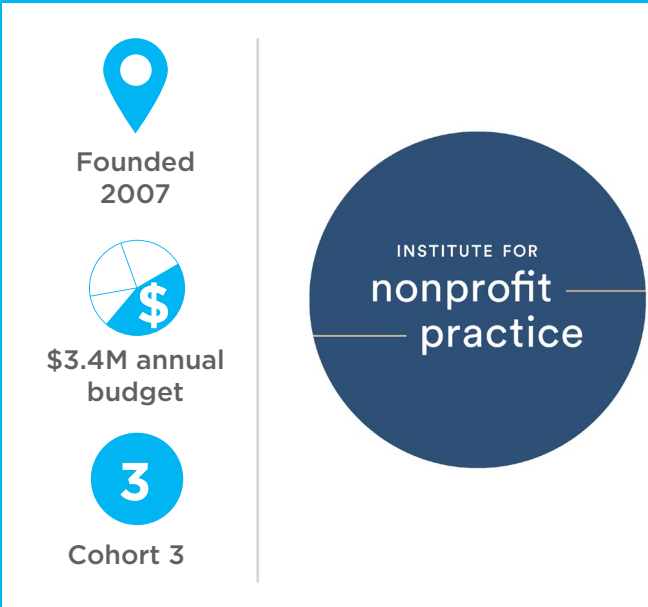
PROJECT 2

Strategic Clarity

With significant programmatic additions and challenges prompted by COVID-19, developed an integrated picture and roadmap for major initiatives underway at FamilyAid Boston; and established guiding principles and a decision rubric for assessing new opportunities.

INSTITUTE FOR NONPROFIT PRACTICE

The Institute for Nonprofit Practice (INP) advances social justice by building a thriving and racially diverse nonprofit sector. Through comprehensive, year-long certificate programs, we provide social sector leaders with the skills, network, confidence, and credibility to boldly advance their careers and be forces for change in their organizations and communities. Since our founding, INP has sought to close historic racial and gender gaps in leadership while increasing the social, knowledge, and financial capital of Black, Indigenous, people of color (BIPOC) and women leaders and their allies. The majority of our 1,600+ alumni are BIPOC and women, and more than 70% of the class of 2021 are BIPOC and women. Today, INP trains social impact leaders in five sites across Massachusetts, Rhode Island, and New York. We believe that by connecting and training people across race, communities, and disciplines, social change can more effectively be realized.



Founding location icon: **Founded 2007**

Budget icon: **\$3.4M annual budget**

Cohort icon: **Cohort 3**

Logo: **INSTITUTE FOR nonprofit practice**

PROJECT 1

Strategic Clarity

Refined INP’s intended impact and theory of change, with the goal of identifying new growth opportunities.

PROJECT 2

Strategic Clarity

Developed a strategy for engaging INP alumni.



“Participating in the LFI-Boston cohort came at a perfect time for us. We were building a new Executive Team and rethinking our national expansion strategy.

The tools and peer collaboration with other wonderful LFI leaders was so helpful as we embarked on our next chapter of organizational growth. This experience helped us align and move forward together as a team.”

—Yolanda Coentro, President and Chief Executive Officer

LFI OUTCOME: INCREASING EXECUTIVE TEAM EFFECTIVENESS

An effective executive team is essential for an organization's success. Acting as an executive team requires a different perspective, behaviors, and skills than what is required of each executive team member in their individual roles.

In Leading for Impact®, we help executives get clearer about the work they should focus on as a team, the dynamics and

behaviors they need to engage on that work, and the practices and processes to ensure it gets done. We also help them build executive competencies in their leadership pipelines so they have the executive teams they need for the future.

The pages that follow highlight organizations that did at least one executive team effectiveness project.

Relevant workshops:



Maximizing Executive Team Effectiveness



Building Future Leaders



Working Together with Different Leadership Styles



Setting a Team Effectiveness Agenda

LFI-Boston organizations completed:

13

Building Future Leaders Projects

17

Executive Team Effectiveness Projects

Participant feedback survey:

LFI helped increase my team's effectiveness

0

1

2

3

4

5

very negative

very positive

after 18 months

after 6 months



COMMUNITY ACTION AGENCY OF SOMERVILLE

CAAS helps local families and individuals achieve financial security while working to eliminate the root causes of economic injustice. CAAS' holistic approach to community work and wrap-around services considers the web of connections between housing, physical and mental health, employment, nutrition, immigration, education, transportation, family composition, and civic engagement.



Founded
1981



\$8M annual
budget



Cohort 3

PROJECT 1

Strategic Clarity

Clarified the organization's intended impact and theory of change, and assessed the alignment of each program in order to prioritize the most effective use of resources based on the needs of Head Start families.



"LFI has definitely helped us increase our impact. The shared experience for the executive team members was incredibly valuable. Our level of professionalism and effectiveness has improved markedly. We're more willing to dig into tough issues with each other or tackle difficult conversations, we don't stick our noses in to each other's business, and we waste less time in meetings that don't result in anything. Our projects put systems in place for the team. When big things come up, we are able to work on them effectively. For example, we are considering major changes to how we do Head Start. We couldn't have engaged as productively on a big, complex issue like this before LFI."

-David Gibbs, Executive Director of Community Action Agency of Somerville



PROJECT 2

Executive Team Effectiveness

Strengthened the executive team's ability to lead the organization by clarifying the team's priorities, role, processes and norms, and building more effective meeting practices

COMPASS WORKING CAPITAL

Compass Working Capital provides savings and financial coaching programs that support families with low incomes to build assets, achieve their financial goals, and become financially secure.

COMPASS WORKING CAPITAL



Founded
2005



\$8M annual
budget



Cohort 4

PROJECT 1

Strategic Clarity

Clarified the organization's intended impact and theory of change, in order to assess and prioritize among different growth opportunities.

PROJECT 2

Executive Team Effectiveness

Strengthened the executive team's ability to lead the organization by clarifying the team's priorities, role, processes and norms, and building more effective meeting practices



 *“The executive team effectiveness project was game changing for us. It's positioned us for this moment – the pandemic, but also the opportunities we have to drive impact. We've implemented everything we talked about, and people really appreciate what they've learned through this work. It was a complete rock star project.”*

-Sherry Riva, CEO

PINE STREET INN

Pine Street Inn partners with homeless individuals to help them move from the streets and shelter to a home, and assists formerly homeless individuals in retaining housing. Through street outreach, emergency services, supportive housing, job training, and connections to employment, they tirelessly advocate for collaborative solutions to end homelessness.



Pine Street Inn
Ending Homelessness



Founded
1969



\$62M annual
budget



Cohort 1

PROJECT 1

Organizational Effectiveness

Developed a change management strategy to support Pine Street Inn's shift from a shelter-oriented approach to a housing first approach.



“The team building aspects have made a tangible difference in how we operate. LFI helped us get on the same page for processes, execution and measurement. We spent a lot of time together in the classroom, which was great. The hands on coaching was very valuable - otherwise it's just a theory.”

-Lyndia Downie, President

PROJECT 2

Organizational Effectiveness

Building Future Leaders - identified the most critical core and leadership competencies required for PSI's success, developed scaled definitions for each competency, and created individual development plans for rising leaders in the organization, as a supplement to PSI's performance management system.



SILVER LINING MENTORING

Silver Lining Mentoring empowers youth in foster care to thrive through committed mentoring relationships and the development of essential life skills. It is the only mentoring organization in Massachusetts, and one of the few in the country, exclusively focused on youth impacted by foster care.



Founded
2002



\$2.5M annual
budget



Cohort 5



PROJECT 1

Strategic Clarity

Identified and prioritized among opportunities to expand effective capacity to support mentor/mentee matches, in order to achieve growth goals without commensurate increase in resources required.



“The executive team project laid the foundation for how we work as a team. We determined the proper structure of the team, and we expanded the membership, which was a truly transformative decision. We have a common language, we are better able to have challenging conversations, and we're more effective at making decisions.”

–Barbara Best, ED Silver Lining Mentoring



“Our first project, which focused on our growth strategy, pushed us to think deeply about our impact. Do we go deeper, broader, or a combination of both? How should we bring stakeholders along? The work took the whole picture into account: staffing patterns, who would be affected by decisions, the implications for the Institute. We had never gotten to such a clear picture of how we define success, and the role that growth played in that, as well as how to ramp it up and roll it out over time.”

–Colby Swettberg, CEO Silver Lining Institute

PROJECT 2

Executive Team Effectiveness

Strengthened the executive team's ability to lead the organization by clarifying the team's priorities, role, processes and norms, and building more effective meeting practices

THE HOME FOR LITTLE WANDERERS

The Home for Little Wanderers helps vulnerable children and their families build permanent, positive change.



Founded
1799



\$72M annual
budget



Cohort 6



PROJECT 1

Executive Team Effectiveness

Strengthened the executive team's ability to lead the organization by clarifying the team's priorities, role, processes and norms, and building more effective meeting practices

PROJECT 2

Strategic Clarity

Assessed each program's mission/strategic effectiveness and net financial contribution, in order to identify improvement opportunities.

“The teachings at Bridgespan were extraordinarily valuable for me and my Executive Team – highly recommend!”

-Lesli Suggs, President & CEO



LFI OUTCOME: IMPROVING ORGANIZATIONAL EFFECTIVENESS

Strategy alone is insufficient. Without effective systems, processes, and talent, an organization is unable to deliver the strategy it sets out to achieve. In Leading for Impact[®], we help nonprofit executive teams examine components of effective

organizations—and how those components need to work together to effectively deliver the organization’s strategy.

The pages that follow highlight organizations that did at least one organizational effectiveness project.

Relevant workshops:



Building a High-Performance Organization



Managing & Measuring Strategic Priorities



Creating an Effective Decision Making Culture

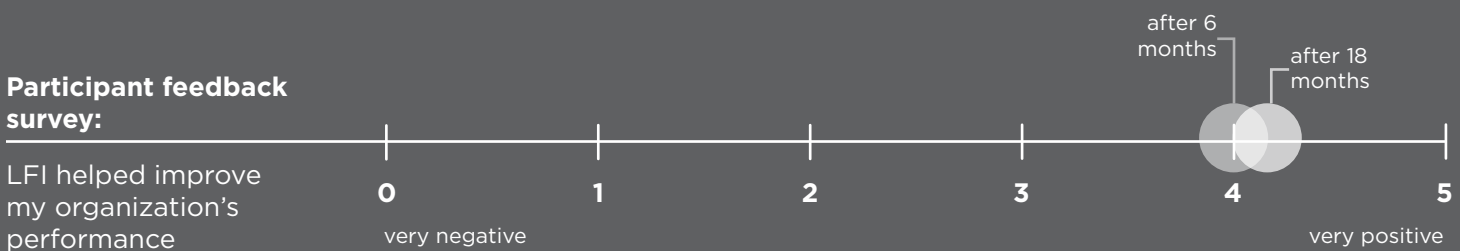
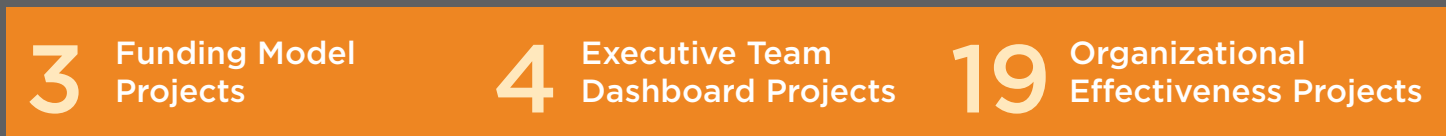


Understanding and Managing Unconscious Bias



Leading Change

LFI-Boston organizations completed:



COMMUNITY SERVINGS, INC.

Community Servings is a not-for-profit food and nutrition program whose mission is to serve scratch-made medically tailored meals and provide nutrition education to thousands of people across Massachusetts experiencing critical and chronic illnesses.



Founded
1990



\$10M annual
budget



Cohort 4

PROJECT 1

Organizational Effectiveness

Developed plan to expand medically-tailored meal services statewide, including the program and service offering, as well as a logistical plan.

PROJECT 2

Organizational Effectiveness

Building Future Leaders - identified the most critical core and leadership competencies required for Community Servings' success, developed scaled definitions for each competency, and created individual development plans for rising leaders in the organization, as a supplement to its performance management system.



“Not only were we able to get a new, shared vocabulary and a set of tools from LFI, but we were also blown away by the quality of the experience. The first project has made us much more effective. After LFI, it's so engrained - the ET and management team - that I'd forgotten how much we were struggling when we started LFI. Things like team roles and expectations, agenda setting, goals for the year, shared leadership. This all came out of our work in LFI.”

-David Waters, CEO

JEWISH VOCATIONAL SERVICE

JVS empowers individuals from diverse communities to find employment and build careers, while partnering with employers to hire, develop, and retain productive workforces.



Founded
1938



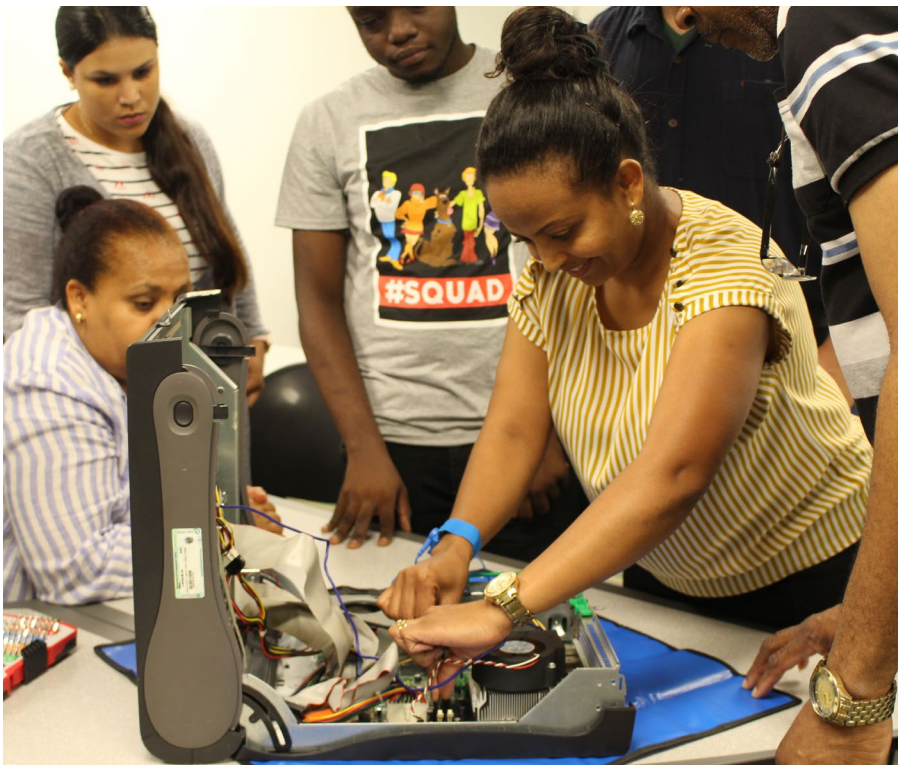
\$17M annual
budget



Cohort 2



SKILLS . JOBS . CAREERS



PROJECT 1

Organizational Effectiveness

Piloted an approach to cross-team collaboration in an effort to increase enrollment in JVS's pay for success project, resulting in significantly increased enrollment that achieved the program's targets.

PROJECT 2

Organizational Effectiveness

Developed frameworks, templates, and processes for financial planning that included a scenario planning approach, and incorporated analysis from JVS's program alignment work.



“LFI has profoundly changed how we work as an organization in important ways. Our first project not only helped us hit our enrollment targets with a key program, it has also had a strongly positive effect on our culture. I feel like we are now fully utilizing people’s talents as leaders of the organization.”

-Jerry Rubin, President and Chief Executive Officer

INQUILINOS BORICUAS EN ACCIÓN INC. (IBA)

Inquilinos Boricuas en Acción (IBA) engages and empowers individuals and families to improve their lives through high-quality affordable housing, education, and arts programs. IBA manages 667 affordable housing units that are strengthened by comprehensive programming. IBA's Villa Victoria (Victory Village) affordable housing community in the South End is a national model in the areas of civil rights, community organizing, affordable housing, education and arts programs.



INQUILINOS
BORICUAS EN
ACCIÓN



Founded
1968



\$4.4M annual
budget



Cohort 2



“The theory of change we created during LFI has become part of our DNA now. We use it in our decision making all the time. For example, the TOC work reinforced the role that the arts plays in our work, so we've become more focused on integrating the arts into all our programs.

Bridgespan pushed us to define concepts and core principles: What does equity mean, and how does that translate into our work? What do we mean by social mobility, and how will we know if it's happening? It wasn't just a conceptual exercise, it was designed to facilitate future decision-making. Each step was deliberate, and we engaged a broad set of people, so we've created something that speaks to the work we do. After creating the theory of change, we assessed our programs against it, and the resulting picture was powerful.”

-Vanessa Calderón-Rosado, CEO



PROJECT 1

Organizational Effectiveness

Clarified the structures and processes that are needed to drive an organizational culture characterized by ownership and effective communication, through a focus on program innovation decision making.

PROJECT 2

Strategic Clarity

Created an organization-wide intended impact and theory of change, and assessed each program's contribution to the organization's impact and financial sustainability, in order to inform program improvement efforts.

FAMILY NURTURING CENTER

Family Nurturing Center offers free programs for families in low income neighborhoods to help parents and caregivers improve their parenting skills and enhance the cognitive and social development of their children. These programs help to strengthen the family, build community, and provide children with the nurturing and engaging environments necessary to ensure school readiness, resilience, and long-term success.



Founded
1994



\$3M annual
budget



Cohort 5

PROJECT 1

Executive Team Effectiveness

Strengthened the executive team's ability to lead the organization by clarifying the team's priorities, role, processes and norms, and building more effective meeting practices



“LFI got our leadership team all on the same page, working together and focused on the same things.

The impact has reached down to the staff and organization level. We've updated our organization chart, clarified job descriptions, changed and re-focused responsibilities, and increased salaries. Bridgespan had useful tools we could use, a clear process, a view for where we were going, good probing questions, and helpful strategies when we got stuck. It was a great give-and-take.”

-Matthew LiPuma, Executive Director

PROJECT 2

Talent Development

Clarified the future organization structure, identified emerging leaders to fill new roles, conducted succession planning, and created a new talent development system



LFI OUTCOME: CONNECTING WITH OTHERS

Building Future Leaders Cross-Cohort Convening

MAY 19, 2019

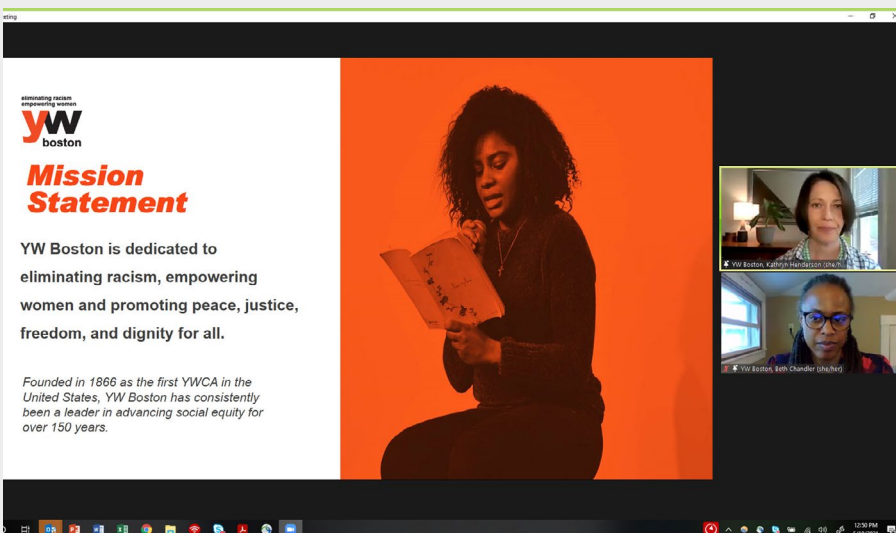
At our first cross-cohort convening, leaders from the first five cohorts and LFI-Boston donors came together to discuss how nonprofits can most effectively develop their current and future leaders. At the convening, three leaders from organizations who chose to focus their second LFI project on leadership development participated in a panel discussion: Beth Chandler of YW Boston (Cohort 2), Jen Childs-Roshak of Planned Parenthood League of Massachusetts (Cohort 2), and Karen Conway of Pine Street Inn (Cohort 1). Each leader shared the changes their organization has made to strengthen employee growth and development, and answered questions from other leaders. The convening also featured time for leaders to connect informally with their peers across the cohorts.

Racial Equity Cross-Cohort Convening

MAY 18, 2021

At the second cross-cohort convening, leaders from all six cohorts and LFI-Boston donors gathered virtually to discuss racial equity, led by expert facilitators from YW Boston (Cohort 2). The convening featured an opening full-group session focused on social identity, with small group breakouts for discussion. Next, there was a set of four thought-provoking workshops to choose among, including topics such as “Measuring Diversity, Equity and Inclusion (DE&I)” and “Shared Leadership.” In the “Operationalizing DE&I Within an Organization” workshop, Maicharia Weir Lytle of United South End Settlements (Cohort 5) and Kit Jenkins of Raw Art Works (Cohort 2) shared their organizations’ racial equity journey and the lessons they had learned along the way. The

convening also provided time for the leaders from each organization to gather together to debrief what they learned and discuss a case study.



YW Boston

A special thank you to YW Boston for participating on the panel during the first convening and facilitating the second convening.



Founded
1867



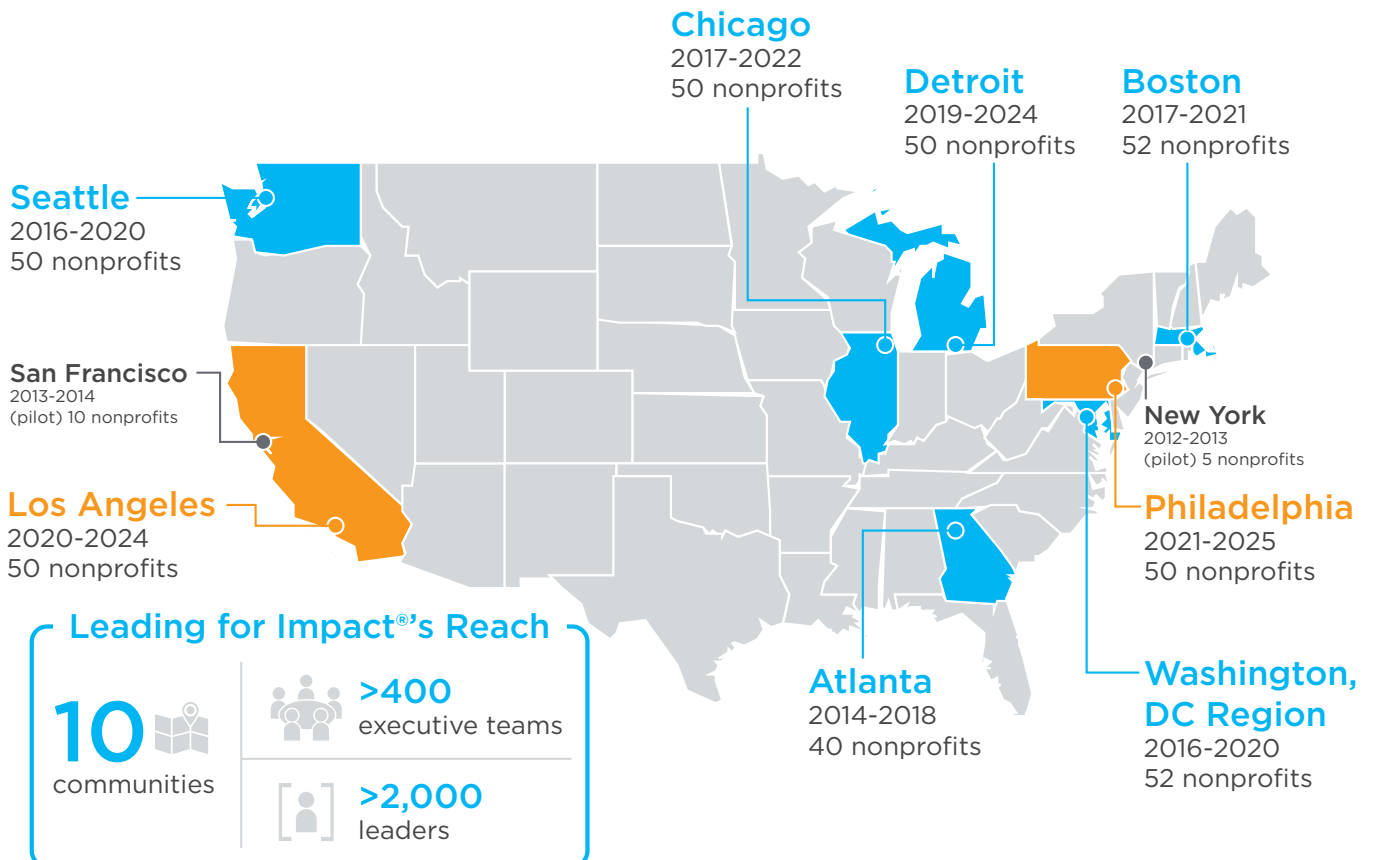
\$2.5M annual
budget



Cohort 2

WHAT'S NEXT AFTER LFI-BOSTON?

Next Up: Los Angeles & Philadelphia



BRIDGESPAN LEADERSHIP ACCELERATOR

Bridgespan's Leadership Accelerator programs offer nonprofit executive teams strategy and management support through a powerful combination of online lessons, guided team activities, and expert coaching.

Leading for Impact® Boston alumni and other nonprofits across greater Boston, the US, and the globe have access to a suite of affordable 12-16 week courses for executive teams focused on a core set of management questions, with practical deliverables that put proven tools to work immediately. Programs are divided into a series of milestones, each with three components:



Team Workshops

Come together as a group for two hours every few weeks to discuss key issues



Individual Lessons

Log onto our online platform and complete individual assignments before meeting as a team



Coaching Support

Individual and group coaching offered for Project Leads and CEOs

We currently have four programs in the Accelerator series, with more in the pipeline:



Achieving Strategic Clarity

- Draft an **Intended Impact and Theory of Change** naming **WHAT** the organization will achieve for **WHOM** and **HOW**
- Craft a **learning plan** to address open questions and refine drafts
- Determine **near-term implications** for organizational priorities and decisions



Investing in Future Leaders

- **Agree on the skills needed** to achieve your strategy
- Identify priority development areas and **draft development plans** for direct reports
- Prepare to **cascade this process** to the broader organization



Strengthening the Executive Team

- Create a **shared vision for the topics that your team must address**
- Develop a framework to **make decisions and monitor performance**
- **Identify the types of meetings** that will drive the work, and build tools to guide these meetings
- Align on the **behaviors that create a strong team dynamic**



Creating an Adaptive Plan

- Agree on your **12-24 month impact goals**
- Identify the most critical **priorities** to focus on and associated **risks/opportunities**
- Develop an **action plan** with contingencies and learning

Scholarships are available for LFI-Boston organizations to participate in Leadership Accelerator programs. For more information on Bridgespan's Leadership Accelerator program, please visit our website: www.bridgespan.org/leadershipaccelerator

**THANK YOU TO
OUR FUNDERS**

**Donors who have
generously supported
the Boston program:**

Barr Foundation

Anita and Josh Bekenstein

The Lynch Foundation

Mark Nunnely and Denise Dupré

Laurene and Scott Sperling

Anonymous

LFI-BOSTON PARTICIPANTS

Cohort 1

- Acadia Center
- Boston Debate League
- College Bound Dorchester
- EdVestors
- Pine Street Inn
- Roca Inc.
- St. Francis House
- The Gavin Foundation

Cohort 2

- Codman Square Neighborhood Development Corporation
- Inquilinos Boricuas En Acción Inc. (IBA)
- 2Life Communities (formerly Jewish Community Housing for the Elderly Services Inc.)
- Jewish Vocational Service
- Planned Parenthood League of Massachusetts
- Raw Art Works
- Reach Out And Read
- YW Boston

Cohort 3

- Boston Collegiate Charter School
- Citizen Schools Massachusetts
- Community Action Agency of Somerville, Inc.
- Institute for Nonprofit Practice
- Museum of African American History
- Northeast Energy Efficiency Partnerships (NEEP)
- Phoenix Charter Academy Network
- Raising A Reader MA

Cohort 4

- Community Servings, Inc
- Compass Working Capital
- Opportunity Communities
- Parenting Journey
- Project Bread - The Walk for Hunger
- TSNE MissionWorks

Cohort 5

- Breakthrough Greater Boston
- Family Nurturing Center
- Hildebrand Family Self-Help Center, Inc.
- Jewish Family Service of Metrowest (JFS)
- Middlesex Human Service Agency (MHSA)
- Silver Lining Mentoring
- United South End Settlements
- Zumix

Cohort 6

- Boston Area Rape Crisis Center
- Boston Chinatown Neighborhood Center
- Boston Harbor Now
- Cambridge Family and Children's Service
- FamilyAid Boston
- HomeStart, Inc.
- The Food Project
- The Home for Little Wanderers
- Literations (formerly Generations Incorporated)
- The New England Aquarium

