



2023

Social Innovator Guide



ACCESS AMPLIFIED



SOCIAL
INNOVATION
FORUM

SIF
20TH
ANNIVERSARY

Thank you, Susan!



We thank Susan for her 18 years of service as Executive Director of the Social Innovation Forum, helping to foster positive social change in Greater Boston and beyond.

- SIF Board of Directors

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Letter from the SIF Team



May 17, 2023

Dear Friends and Supporters,

Thank you for joining us for the 2023 Social Innovation Forum (SIF) Social Innovator Showcase. This year, we are celebrating SIF's 20th anniversary! Over the past two decades, SIF has accelerated the growth of more than 120 social impact organizations and has directed more than \$59 million in cash and in-kind services to local nonprofits. We are proud to have created an engaging and meaningful space for funders and nonprofits alike to exchange ideas and be true partners in the work of social change.

At the same time, we've deepened our commitment to amending inequities in the philanthropic sector, and collaborating on positive social changes for communities that have been historically excluded from systems of power and wealth. We've prioritized organizations led by those most affected by the issues they're working to address, which has led to 63% of the 2023 Social Innovator cohort being BIPOC.

This year's showcase theme is *Access Amplified*, which highlights our unwavering commitment to making the biggest possible impact as an organization. That means guiding funders toward equitable partnerships and investments in BIPOC-led organizations and expanding our reach through our nonprofit capacity-building programs and network convenings.

Tonight, you'll hear from eight dynamic nonprofit leaders who are working tirelessly on the ground to uplift their communities. Each will present a pitch on how their organization is uniquely positioned to address a specific social challenge, and how they plan to achieve their goals over the next few years. We hope these pitches inspire everyone here to take action and choose one of the many ways to partner with these organizations and amplify their impact. One new way to offer your support is through the new Social Innovator Fund, a tool for individual donors to invest in an entire cohort with a single, meaningful gift.

Looking ahead to the remainder of this milestone year, we also hope you continue to join us in lifting up the voices and listening to the experiences of those closest to Greater Boston's most pressing social issues. Only by working together can we break down barriers, and achieve our vision of a more vibrant, inclusive, and equitable region.

In closing, we'd like to acknowledge Executive Director Susan Musinsky for skillfully navigating SIF through its evolution from a volunteer project inside of Root Cause to the thriving and diverse organization it is today. Susan will be stepping down at the end of 2023 after 18 years with SIF, so this is her last showcase. Thank you, Susan!

Warmly,
The SIF Team

About the Social Innovation Forum



OUR MISSION

The Social Innovation Forum (SIF) creates positive social change in Greater Boston by engaging leaders, strengthening organizations, and building networks.

OUR APPROACH

SIF forges partnerships between innovative social impact leaders and engaged supporters (funders, investors, and volunteers) who collaborate to grow social impact.

OUR PROGRAMS

SIF offers innovative programs that increase capacity and build networks.



Social Innovator Accelerator – SIF’s signature two-year program offers capacity building support to impactful grassroots nonprofit organizations through consulting, coaching, presentation training, opportunities to expand their networks and build new relationships, and receive access to financial support as well as in-kind resources and services.

Capacity Camp – SIF leads a range of different types of Capacity Camp programs, which are condensed versions of its Social Innovator Accelerator. The majority of Capacity Camps have been small, intimate programs of 6-8 participating nonprofits. The programs typically include cohort-based learning sessions, access to executive coaching and in-kind services, along with various opportunities to expand organizations’ networks.

Alumni and Nonprofit Network Program – SIF has always been committed to supporting its Innovator alumni, who are considered to be part of its “forever portfolio.” In 2020, SIF launched its Alumni and Nonprofit Network Program, offering ongoing leadership development, skill-building, and network-building to these organizations. SIF’s Nonprofit Network also encompasses organizations that are members of its co-working space, those that have graduated from the Capacity Camp program, and Finalists in the Accelerator selection process.

Funder Education Program – SIF provides numerous opportunities for philanthropists, funders, community leaders, and others to come together with nonprofit leaders to work toward positive social change in Greater Boston. SIF engages with funders to learn about social justice philanthropy, strategize about and implement more equitable practices, and build meaningful, long-lasting relationships with nonprofits. Our community of supporters learn from leading practitioners, discuss current and emergent social issues, participate in dialogues with peers, and engage with and support impactful organizations addressing challenging social issues within their communities.

Coworking and Community Support – SIF manages a collaborative, community space dedicated to helping nonprofits work productively, build their capacity, and broaden their networks to achieve social impact. We strive to build an inclusive community of diverse programs and leaders who engage and grow together. In addition to basic office amenities, members have access to workshops, trainings, peer-to-peer network building, and other events and activities to connect more deeply with Boston’s philanthropic and social sector leaders.

Community Organizations Reimagining Ecosystems (CORE) – In 2021, SIF launched a new leadership initiative focused on place-based work and social change: CORE (Community Organizations Reimagining Ecosystems). The program was made possible with the support of a \$175,000 two-year grant from the Fidelity Charitable Trustees' Initiative. CORE is a peer learning community of eight organizations from around the United States. Each of these organizations works at the intersection of funders and nonprofits to grow social impact in their region. The initial two-year CORE pilot will wrap up in 2023 and the group will share out its collective learning.

Investors & Supporters



THANK YOU TO OUR SOCIAL INNOVATOR SHOWCASE SPONSORS!

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Connor Schoen, Breaktime

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Social Innovation Forum In-kind Partners



In-kind partnerships are an important component of the Social Innovation Forum (SIF) model which strengthens the value of our programs. In-kind partners use their unique professional skills and experiences to provide meaningful, hands-on support to current and past Innovators, helping them to build their capacity to improve our communities. Over the years, our in-kind partners have provided millions of dollars worth of services to SIF Innovators.

altr

altr specializes in user experience research and design, product design and development (native and web-based), user research and testing, visual design, digital marketing and consulting. Organizations might work with altr when part of their service offering is a digital product that could benefit from a redesigned user experience; they are looking to design, build and release a new digital product offering; they need more effective communications to reach customers, donors, partners and the people they want to serve; or they need a new marketing website.



Analysis Group

Analysis Group (AG) is one of the largest economics consulting firms in North America. Through its partnership with SIF, teams from Analysis Group work with Social Innovators to assess and contribute to projects that address their data and analytics needs. Some of AG's past projects with Social Innovators include developing database management systems, designing surveys, and conducting a variety of statistical analyses to help evaluate their programs' effectiveness and demonstrate their impact to potential investors and foundations.



Ariel

Ariel is an international training and coaching firm based in Lexington, Massachusetts. It is comprised of performing artists and business professionals who believe that the workplace functions better when people interact generously and communicate well. Ariel provides group and individual presentation coaching to our newest cohort of Social Innovators each year, helping them make stronger pitches to investors and build sustainable relationships. When possible, Ariel opens up extra slots in their regular trainings to nonprofit leaders in the SIF community.



Cooley

Clients partner with Cooley on transformative deals, complex IP and regulatory matters, and high-stakes litigation, where innovation meets the law. Cooley has 1,200 lawyers across 16 offices in the United States, Asia and Europe. Cooley is proud to provide pro bono legal services for Social Innovation Forum alumni organizations.



DPA Communications

DPA Communications is a full-service public relations and marketing firm. Clients of DPA Communications are industry leaders who rely on the firm's expertise leveraging communications strategies to meet their unique business goals in a complex and cluttered media landscape. DPA provides public relations guidance and advising to Social Innovators on an as-needed basis, helping organizations to connect with relevant media sources, create innovative event marketing strategies, and build relationships in the public relations space.

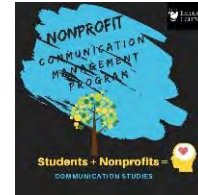


In-kind Partners



Emerson College, Nonprofit Communication Management Program

The Nonprofit Communication Management program at Emerson College provides students with a foundation in nonprofit communication and fundraising combined with service-learning partnerships that join students with local and global nonprofit organizations. Students in this program provide 8-10 organizations each year with comprehensive social media audits and communication improvement recommendations.



Goodwin

Goodwin is a national law firm with a growing international presence. Its attorneys are nimble, creative, and pragmatic, working tenaciously to protect and promote its clients' interests in the United States and around the globe. Goodwin offers Social Innovators pro-bono legal services, including assistance with accounting, real estate management, and corporate governance on an as needed basis.



Positively Partners

Positively Partners is a social enterprise committed to helping organizations achieve exceptional performance from their employees. As experts in the fields of positive psychology, human resources, and people technology, its team is uniquely positioned to implement the evidence-based practices, systems, and tools that build employee engagement and productivity. Positively Partners offers support to the newest cohort of Innovators through employee relations/human resources consulting, job scoping, and performance management support.



PROMUS+ Consulting

PROMUS+ Consulting is a Boston-based development consulting firm. Promus+ applies a multi-disciplined approach and nearly two decades of industry experience to assess its clients' fundraising strengths and weaknesses. With such knowledge, Promus+ identifies efficient, effective, and practical solutions for Social Innovators' immediate and long-term fundraising goals.



TypeCoach

TypeCoach delivers practical applications of personality type to drive business results, including onsite corporate training programs, consulting, executive coaching, online tools and products. Every year, TypeCoach provides pro-bono personality assessment tools to SIF volunteer executive coaches in order to enhance and deepen their coaching engagements with Social Innovators.



William James College

The Executive Coaching Graduate Certificate Program at William James College is a two-year, International Coach Federation-approved program that trains experienced professionals to become executive coaches. Students from the program serve as executive coaches to past Social Innovators and Social Innovator Accelerator finalists during their capstone experience at William James. Each year they provide 10-20 individuals with four months of high-level coaching supervised by experienced faculty.



Interested in Becoming an In-kind Partner?

For more information about how you or your company could become involved with the Social Innovation Forum as an in-kind partner, please email Tanya Inwald, Director of Programs, at tinwald@socialinnovationforum.org.

Social Innovator Accelerator



PROGRAM OVERVIEW

The Social Innovator Accelerator provides a unique opportunity for innovative nonprofits to gain visibility, expand their networks, and strengthen capacity. Each year, the Social Innovation Forum uses an evaluation and selection process to identify impactful grassroots nonprofits with budget ranges of \$100,000-\$2M that are tackling the most pressing social issues in the Greater Boston area. Once selected into the Accelerator program as “Social Innovators,” organizations receive access to financial support as well as other in-kind resources and services.

ACCELERATOR EVALUATION AND SELECTION PROCESS

Our evaluation and selection process lasts six months and involves targeted outreach to potential applicants, a written application, in-person or virtual site visits, and other forms of due diligence. It brings together a range of stakeholders, including past SIF Innovators, issue area experts, SIF staff, funding partners, and an evaluation committee made up of more than 50 nonprofit leaders, business owners, government leaders, and foundation staff. By drawing on the expertise of our community throughout the evaluation and selection processes, every year SIF selects a cohort of effective Innovators.

As part of acknowledging and addressing the power dynamics in philanthropic relationships, SIF introduced a new iteration of our traditional Social Issue Track selection process, with a focus on participatory decision-making. In doing so, we acted on the belief that people who are most impacted by the issues at hand should be making decisions about the solutions. With financial support and a commitment to learning from track partners, SIF hires nonprofit consultants – nonprofit leaders working at alumni Innovator organizations – to hold decision-making power throughout the process. This past year, two of our social issue tracks used a participatory decision-making model.

Once selected, Social Innovators receive 2 years of support from SIF in the following areas:

Consulting	Support with articulation of the organization’s model, along with preparation of a five-minute PowerPoint presentation and a four-page prospectus for potential funders, partners, and supporters
Executive Coaching	Six months of one-on-one engagement with an executive coach focused on individual professional goals
Graphic Design	Creation of a professional-quality PowerPoint presentation and design of an operating model graphic
Innovator Mentoring	Presentation and messaging
Performance Measurement	Support with the performance metrics and goals
Relationship Building	Comprehensive, individualized advice on funding and outreach strategies, as well as promotion at Social Innovation Forum events to raise awareness of the organization’s work
In-kind Partner Support	Access to SIF’s network of in-kind partners who offer pro-bono support in a variety of areas, including legal, data analysis, communications, development, and more
Alumni Program	Ongoing capacity-building, in-kind, and networking support as part of SIF’s network

The Social Innovator Fund

Local // Network // Diverse // Simple // Vetted

ABOUT THE SOCIAL INNOVATOR FUND

This year, we've launched the Social Innovator Fund, a tool to help individuals direct resources to local organizations more effectively and efficiently. An anonymous donor has given a five-year grant to support SIF's broader work and provided seed money for the fund (including covering SIF's administrative costs), so **100% of each donation goes to the fund**. This anchor gift ensures that each year, the fund starts with \$200K. Our goal is to continue to build the fund and ensure the SIF Social Innovators, typically small, local organizations, get maximized funding to build and expand their work.

BENEFITS OF THE SOCIAL INNOVATOR FUND

The Social Innovator Fund helps donors move money quickly to organizations that need it most. The fund is distributed at year-end among the year's eight cohort organizations and then reset for the next year's cohort. This optimal disbursement advances on-the-ground community work.

- All donations to SIF are tax deductible.
- SIF handles disbursement, eliminating the need for multiple checks and transfers.
- Disbursement will be quick, evenly split among the Innovator cohort at year-end.
- Donors will receive an annual summary of fund financials and an update on the Innovator cohort.

2023 SOCIAL INNOVATORS

- chica project
- GenUnity
- Justice 4 Housing
- The Latino Health Insurance Program (LHIP)
- Lowell Parks & Conservation Trust
- MissionSAFE
- RIA (ready.inspire.act)
- United Interfaith of Southeastern MA

HOW TO MAKE A GIFT TO THE SOCIAL INNOVATOR FUND

SIF will accept gifts to the 2023 Social Innovator Fund through December 31, 2023. The minimum gift is \$500. Gifts can be made online at socialinnovationforum.org/innovator-fund or by check, electronic transfer, via your donor advised fund (DAF), or stock transfer. Mailing address: 2 Oliver Street, Suite 802, Boston, MA 02109.

CONTACT INFORMATION

For more information about the Social Innovator Fund, please contact Saejin Yoo, Special Projects Coordinator, at syoo@socialinnovationforum.org.



“By giving to SIF’s Social Innovator Fund, it allows us to give money to a broad range of community-based impact organizations, all at one time. SIF’s process saves both time and money and ensures grant funds get to local organizations, in the most efficient way, by leveraging proximate experts and leaders in a range of social issue areas”

- ANCHOR DONOR



2023 Social Issue Tracks

Access to Comprehensive and Culturally Informed Mental Health Care

Track Partner: Poler Family Foundation

Innovator: RIA (ready.inspire.act)

Access to comprehensive mental health care is not only beneficial, but also essential to the growth and success of any individual. Moreover, mental health-related issues can affect anyone, regardless of demographics or background. A holistic, culturally informed approach to health care has proven to have positive social outcomes, especially in communities historically excluded from comprehensive care options, and as a broader component to reducing mental health-related stigma within communities. Studies show that practices such as strengthening collaboration and coordination between different services, reducing the need for multiple referrals by providing access to centralized care options, and disseminating information in culturally informed ways all contribute to improved outcomes in mental health across communities and demographics.¹ According to the National Alliance on Mental Illness, cultural differences and intersectional identities can have a profound effect on both how mental health or mental illness manifest and present themselves, and what treatments, coping mechanisms, and supports work for individuals.²

Challenges in accessing comprehensive mental health care include an increase in emergent needs that cannot currently be matched by providers and other care options. Providers are facing significant burnout, both financially and emotionally,³ particularly as a result of the COVID-19 pandemic. However, expanding the definition and scope of mental health care to include a variety of approaches, while also providing training for providers, teachers, community members, employers, and others, could potentially alleviate some of the burden. Alternative approaches to health, wellbeing, and mental health care, such as through support groups, sports and other activities, the arts, and more, further ensure that comprehensive care is accessible to everyone despite negative stigma and fear. Moreover, alternative care practices such as stress reduction and mind/body interventions through various mediums have shown to result in effective, long-term positive outcomes for physical and psychological problems.⁴ By integrating culturally informed practices, and working to centralize care options to be more accessible and inclusive, it is possible to make comprehensive care and services accessible to a broader spectrum of populations, especially those who have been historically excluded from such options.

¹ <https://bmcpublihealth.biomedcentral.com/articles/10.1186/1471-2458-12-248>

² <https://www.nami.org/Your-Journey/Identity-and-Cultural-Dimensions>

³ <https://www.wheel.com/blog/the-state-of-burnout-for-mental-health-workers-in-2021>

⁴ <https://cpr.bu.edu/wp-content/uploads/2020/01/4.-Alternative-Approaches-TEXT-version.pdf>



2023 Social Issue Tracks

Advancing Environmental Justice Through Community Empowerment

Track Partner: The Devonshire Foundation

Innovator: Lowell Parks & Conservation Trust

According to Mass.gov, environmental justice “is the equal protection and meaningful involvement of all people with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies and the equitable distribution of environmental benefits.”¹ Low-income communities and communities of color have been historically harmed by polluting industries and infrastructures such as diesel bus depots, oil storage facilities, landfills, and coal-fired power plants. The negative effects of these environmental hazards range from extended exposure to contaminated air and water to inadequate access to healthy food and green spaces, conditions that often result in detrimental impacts on health, education, and economic development. Meanwhile, members of these communities have often been systematically excluded from the decision-making that impacts their communities, despite the fact that this involvement is vital to achieving environmental justice.

Some key strategies to create environmental justice and ensure equitable distribution of environmental benefits include promoting community voices in decision making, developing leadership opportunities through community organizing, building movements to create policy change, and working in collaboration with other nonprofit organizations to advance community development. These strategies result in greater community independence and financial freedom while increasing access to vital resources like clean water, clean air, sustainable energy, transit justice, green spaces, and urban agriculture. Additionally, environmental justice organizations help communities prepare and react to climate change, including heat islands, flooding from increased intense weather events, further deterioration of air quality, and greater demands on energy grids. Through community engagement, education, and advocacy, environmental justice organizations aim to implement community-driven solutions, and shift power to community members.

Advancing Holistic Education Opportunities for Youth and Young Adults

Track Partner: Wellington Management Foundation

Innovator: chica project

Education is a key way to close the wealth gap, promote healthier lives, and bring equity to communities who have historically been underserved in the education system. Now more than ever, we need innovation in education. We need programs and services that are disrupting oppressive systems so all students can access high-quality educational experiences that support their academic success and postsecondary goals. More specifically, increasing access to holistic, trauma-informed, and culturally affirming programming support for positive educational and career trajectories. Students need a wider range of resources outside of academics. Wrap around support and partnerships with other service providers are particularly important as it provides a streamlined process to help families support their students’ academic success and overall health and wellbeing. When schools and community organizations involve parents, guardians, and mentors, and ensure that they are listened to and supported with the tools to be active partners in the young peoples’ education experience, there is an increase in positive academic outcomes.

¹ <https://www.mass.gov/service-details/objectives-of-environmental-justice>



2023 Social Issue Tracks

Building and Sustaining Social Capital

Track Partner: MassMutual Foundation

Innovator: GenUnity

Social capital is considered crucial for society to function efficiently. Producing positive outcomes through cooperation within or among social networks, the norms of reciprocity, trust, and sharing of resources drives greater access to those resources, as well as higher levels of civic engagement at both individual and collective levels. There are three types of social capital:

a) **Bonding** refers to connections between members of a network who view themselves as similar; helps them “get by”

Example: my neighbor will babysit for me

b) **Bridging** refers to building connections between people who differ in some socio-demographic sense; helps them “get ahead”¹

Example: I met an executive at the train station who connected me to the hiring department and I got a job

c) **Linking** refers to norms of respect and networks of trusting relationships between people who are interacting across explicit, formal, or institutionalized power or authority gradients in society.²

Example: I was able to navigate the school board and found a way to get my child the right services

In the United States, communities with higher levels of social capital enjoy more economic health and social wellbeing.³ Additionally, social capital is an important factor in communities’ ability to alleviate and recover from negative shocks and build resiliency. According to research published in the journal PLOS One, communities with high levels of social capital experienced less severe coronavirus outbreaks in 2020.⁴

The importance of social capital in America has never been greater for economic empowerment, financial resiliency, and social mobility of historically marginalized communities, given the detrimental effects of COVID-19 that these communities have experienced. Many of the historically prevalent challenges resulting from perpetual inequity, such as poverty and job, housing, and food insecurity, were exacerbated by the pandemic.⁵ This is why it is important for communities to have access to social capital in order to navigate challenges and identify resources across a range of issue areas, such as financial services, education, housing, healthcare, food security, and others.

¹ <https://www.socialcapitalresearch.com/difference-bonding-bridging-social-capital/>

² <https://www.socialcapitalresearch.com/explanation-types-social-capital/>

³ https://luskin.ucla.edu/sites/default/files/nelson_concord.pdf

⁴ <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0245135#sec009>

⁵ <https://www.massgeneral.org/news/coronavirus/covid-19-impact-underserved-communities-part-1>



2023 Social Issue Tracks

Community-based Approaches to Diabetes Treatment and Prevention

Track Partner: James B. Boskey Memorial Foundation

Innovator: The Latino Health Insurance Program (LHIP)

The CDC defines the Social Determinants of Health as, “...conditions in the places where people live, learn, work, and play that affect a wide range of health and quality-of life-risks and outcomes.”¹ Historically, many interventions for type 2 diabetes have focused on biological and behavioral factors, such as diet, symptoms, and physical activity. However, it is equally as important to recognize the influences of external factors such as the Social Determinants of Health-on-health outcomes for diabetes.² By taking a centralized, culturally informed approach to addressing these conditions, particularly in communities historically excluded from comprehensive care and resource allocation, there is an increase in positive outcomes related to health, wellness, and quality of life. A study conducted by the National Institute for Health showed that, when it comes to diabetes treatment and prevention, care approaches that acknowledge diabetes distress, and address external factors such as financial burden, work and home environment, and sufficient access to resources for health and wellness, have been proven to have positive outcomes for diabetes self-management and care.³ Furthermore, treatment and prevention approaches that prioritize cultural sensitivity and humility and are rooted in and informed by the affected communities and cultures, are more accessible and effective for communities disproportionately affected by diabetes and similar chronic diseases.⁴

A holistic approach to diabetes treatment and prevention may include attention to maternal health, age-appropriate treatment and care for children and adolescents, and additional scaffolding and support for families and caregivers. A community-based approach to health equity is essential to cultivating personal investment in diabetes treatment and prevention. Acknowledging culturally specific and community-centric components to health and wellness is integral to holistic and long-term treatment and prevention of diabetes and other related issues. By having access to holistic care free of judgment and barriers, communities can start to heal traumas associated with stigma and shame from diabetes.

¹ <https://www.cdc.gov/socialdeterminants/index.htm>

² <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3662286/>

³ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6550406/>

⁴ <https://www.diabeteseducator.org/docs/default-source/default-document-library/cultural-considerations-in-diabetes-management.pdf?sfvrsn=0>



2023 Social Issue Tracks

Equitable Outcomes in the Health and Wellbeing of Communities in the Fall River and New Bedford Areas

Track Partner: Wagner Foundation

Innovator: United Interfaith Action of Southeastern MA

New Bedford and Fall River are vibrant and dynamic communities, each built on an industrial past and immigrant roots. Historically, industry brought prosperity for some, and also set the stage for the stratification of resources that persists today. When compared with surrounding communities, area residents experience lower salaries (Fall River's median household income is \$43,503 and New Bedford's is \$46,321)¹ and lower educational attainment (15.9% of Fall River residents and 16.9% of New Bedford residents over the age of 25 have a bachelor's degree or higher)². Additionally, they are disproportionately impacted by food insecurity, environmental contamination (including brownfields and two Superfund sites), and lack of access to health care, public transportation, and affordable good quality housing.³ Residents of Fall River and New Bedford also experience geographic inequity, because of the concentration of resources in the Boston metro area, and because of geographic inequity within the communities themselves. Taken together, these many systemic inequities impede the health and wellbeing of these communities, with approximately 30% of Fall River residents and 21% of New Bedford residents reporting fair or poor health compared to 13.8% statewide.⁴

The path to more equitable outcomes must account for a broad understanding of what impacts health and wellbeing, including: environmental justice, housing access, working conditions, education and career opportunities, impacts of immigration policy and public charge, individual and neighborhood safety, health and mental health care, access to childcare, and more. Immigrant communities and others in the region have experienced struggle, but also success, hope, and strength. Looking ahead, efforts to bring about more equitable outcomes in health and wellbeing must uphold community leadership and build the power of communities to organize and mobilize, thus creating a healthy, thriving community for all.

¹ <https://commonwealthmagazine.org/news-analysis/stark-differences-make-many-mass-communities-neighbors-in-name-only/>

² <https://www.census.gov/quickfacts/newbedfordcitymassachusetts>

³ <https://www.southcoast.org/wp-content/uploads/2019/05/South-Coast-CHNA-2016-Final.pdf>

⁴ <https://www.southcoast.org/wp-content/uploads/2019/05/South-Coast-CHNA-2016-Final.pdf>



2023 Social Issue Tracks

Experiential and Work-based Learning Opportunities for Youth and Young Adults

Track Partner: American Student Assistance

Innovator: MissionSAFE

In a rapidly growing and changing global economy, it is imperative that young people are given opportunities to engage in programs and initiatives targeted at enhancing not only academic achievement, but also career development and skills-based learning. Moreover, it is important to recognize the value of non-traditional pathways through education and into the workforce for today's young people.¹ In this context, the implementation of work-based learning (WBL) experiences is especially vital to a young person's success in their chosen post-secondary education and career pathway. Work-based learning experiences such as job shadowing and paid internships provide young adults with the knowledge and skills that will help them connect classroom experiences to real-life work and future career opportunities.² Additionally, wrap-around services — for example, mentorship programs, college visits, industry field trips, and travel opportunities — allow students to develop new skills and passions, providing them with a more stable path to adulthood. These programs serve as equalizers for students from low-income or historically under-resourced communities, providing opportunities for these students to build important social capital needed to advance their futures.³

A supportive learning environment that offers career development opportunities alongside academic encouragement, in addition to a network of supports including parents, teachers, workplace supervisors, and other mentors, together have shown increased school engagement, academic motivation, and development of adaptive beliefs about learning and future opportunities.⁴ Furthermore, spaces that allow for youth civic engagement through the lens of experiential learning are important as they help foster skills that can be transferable when entering the workforce. By engaging in these activities, youth are able to gain unique perspectives, build leadership and advocacy skills, expand their network, explore new career paths, and become agents of positive social change. Research shows that youth engagement can lead to increased academic performance, improved social-emotional well-being, and healthier choices for postsecondary education and career. When students have the freedom to explore the options available to them for their future at an earlier age, they are better equipped to succeed.

¹ <https://www.bain.com/insights/taking-flight-how-to-maximize-the-potential-of-career-connected-learning/>

² <http://www.wintac.org/topic-areas/pre-employment-transition-services/overview/work-based-learning-experiences>

³ <https://www.asa.org/blog/what-students-want-work-based-learning-programs/>

⁴ <https://doi.org/10.1177/016146811411601310>



2023 Social Issue Tracks

Pathways to Housing Stability

Track Partner: Liberty Mutual Insurance

Innovator: Justice 4 Housing

Safe and affordable housing is the foundation for healthy and thriving families and communities. Stable housing can create better educational opportunities for children, contribute to healthier people and neighborhoods, and can increase economic mobility and stability.¹ However, 47% of the City of Boston renter households were cost-burdened in 2019, spending 30 percent or more of their incomes on housing, which would often lead to increased vulnerability, displacement, and homelessness.²

Emergency shelters, transitional support services, supportive and subsidized housing, along with affordable rental housing are all part of the multi-layered approach in supporting those on the path to stable housing. For renters that may face eviction, a combination of services is needed, including legal and financial assistance, dedicated housing search support, landlord-tenant mediation, and assistance to access the network of housing supports across the City and the State.³ Homeownership is a central part of closing the racial wealth gap and stabilizing communities.⁴ Programs that provide counseling and financial literacy also contribute to solving the issue by supporting those who are seeking homeownership for the first time.⁵

It is important to identify the structural challenges in the housing system that pose obstacles for households trying to reach housing and financial stability. These are challenges beyond the individual that exist in the greater financial system, where policy changes and housing justice advocacy can make an impact.⁶ In addressing the issue of sustainable and affordable housing in Boston, the answers lie in a holistic approach to the problem that consists of a multi-faceted strategy that takes into account access to the resources different renters and homeowners might have as well as the role of governing bodies in making policies.

¹ <https://housingmatters.urban.org/articles/how-housing-can-determine-educational-health-and-economic-outcomes>

² <https://www.tbf.org/news-and-insights/reports/2020/september/greater-boston-housing-report-card-equity-and-resilience-20200923>

³ https://www.boston.gov/sites/default/files/file/2020/01/An_Action_Plan_to_Reduce_Evictions_in_Boston_%28report%29%20200109_1.pdf

⁴ https://www.urban.org/sites/default/files/publication/103267/closing-the-gaps-building-black-wealth-through-homeownership_1.pdf

⁵ <https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/paper-atkinson-greer.pdf>

⁶ <https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/paper-atkinson-greer.pdf>

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Track Partner: Poler Family Foundation

United Interfaith Action of Southeastern MA

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Equitable Outcomes in the Health and Wellbeing of Communities in the Fall River and New Bedford Areas

Track Partner: Wagner Foundation

chica project



FOUNDED: 2011

CURRENT ORGANIZATION BUDGET: \$1,691,636

CONTACT: Zaida Ismatul Oliva, Executive Director

PHONE: 617.285.5231

EMAIL: zaida@chicaproject.org

WEB: www.chicaproject.org

Investment Opportunity

Chica project seeks an investment of \$1M over the next three years to support its work towards a world where women, girls, and all people experiencing oppression at the intersection of race, ethnicity, and gender have the opportunity to rise to their full potential. The investment will support chica project's new strategic initiatives as it launches Programming 2.0., creates a sustainable team member model that is values-aligned, builds a strong network of chica project alumni, and helps leverage its collective power and advocacy.

In 2011, Nurys Camargo, sought to establish an organization that focused on providing mentorship specifically to Latina youth and youth of color. With a small group of accomplished women volunteers, she founded chica project and began to realize her vision of empowering young women of color.

Today, chica project provides in-school, afterschool, and community-based programming to girls of color ages 11-18 from under resourced communities in Boston, Lawrence, and Framingham, MA.

Rooted in its culturally affirming, intergenerational, and asset-based framework, chica project supports chicas* on a lifelong journey of community and self-discovery to build collective power.

Chica project is led by successful women of color, many of whom are first-generation college graduates. Chica project's team members, fellows, interns, and accomplished women mentors empower participants to understand their history and culture, recognize their strengths, and build the self-efficacy and skills needed to launch themselves into adulthood and on whatever path they choose.

Three-Year Goals

- Evolve chica project's youth program curriculum and program delivery model to support organizational scale
- Develop a sustainable values-aligned model for chica project team members
- Establish a chica project alumnae network to support mission-related strategic activities
- Develop an organizational perspective and approach to building social, political, and economic power for the chica community and beyond

Ways to Invest

FINANCIAL

- \$200K: Expansion into 4 new schools
- \$140K: Immediate hire of 2 FT team members
- \$150K: Increase youth employment opportunities
- \$80K: Nonprofit summit

IN-KIND

- Ipad to support Virtual Village and in-school programming
- SWAG printing
- Free space
- Intergeneration mentors of color
- Board member to support organization's strategy

Leadership & Governance

Executive Director Zaida Ismatul Oliva has extensive experience with mentor recruitment, curriculum development, and training for academic achievement for youth. Prior to leading chica project, she was the Interim Assistant Director of Dual Enrollment and the Early College Program at Bunker Hill Community College. Chica project's Board of Directors consists of leaders from the nonprofit, financial, and legal sectors who provide fiscal oversight, guidance, and long-term planning for the organization.

“

I came from the Dominican Republic to Lawrence, Massachusetts when I was 13 and I didn't have any role models. When I first heard about chica project, I instantly wanted to be part of it because I wished there was a mentor for me when I was 13.

”

BELKIS FRIAS,
Tres GOLPE Podcast and chica
project mentor



CHICA PROJECT'S MODEL



Chica project participants are often from communities with restricted access to good educational resources. The school-based programming is designed for a group of 15-25 students and utilizes a curriculum titled **Chicas in Bloom-Cultivating My Future: A Life, College & Career Readiness**. This curriculum has 3 modules and is considered the “special sauce” that helps build participants’ confidence and skills to be leaders in their lives, schools and communities.

Power of Me: This module sets the foundation for the remainder of the program. Conversations center on social and personal identities, privilege and burden of identities, the systems of oppression and intersectionality.

Power of My Freedom: Builds on the knowledge and skills learned during **Power of Me**, bridging the personal and the interpersonal, teaching resilience through solidarity. Conversations center on culture, beliefs, and values.

Power of My Service: Participants consider how they are connecting to their communities (family, friends, church, school) and how they take up space in this world. Conversations center on networking, as well as on civic and community engagement.

In addition, every participant is connected to a mentor. These are powerful women of color from all walks of life with whom the participants can build trusting, healthy, and long-term relationships while receiving guidance and support. They help youth challenge intersectional oppression, while illuminating pathways to college and meaningful careers.

Through its Peer Leadership Program and its Interns/Fellows Program, the organization supports career readiness and exploration for youth. Chica project provide structured opportunities that allow people to tap into their leadership skills and discover their authentic selves and talents.

“

Chica project made me understand a lot about others and myself. Me being someone who has a lot of social anxiety, I am now able to talk to others and for all the new people I met I am so grateful for every one of them.

”

Student Participant,
Margaret Fuller Middle School,
Framingham

Key Investors

- AMERICAN STUDENT ASSISTANCE
- THE DEVONSHIRE FOUNDATION
- LIBERTY MUTUAL FOUNDATION OPERATING GRANT
- MA DEPARTMENT OF PUBLIC HEALTH
- WELLINGTON COMMUNITY FOUNDATION

Partners

- CONVERSE
- DANTE LUNA MEDIA GROUP
- ESTOY AQUI LLC
- THE POSSIBLE ZONE

Chica project applies an assets-based model that is the core of women’s advancement, Women of Color leadership, and positive youth development. As an organization that is led by and serves women of color, chica project has incorporated the assertion made by founding board member and former State Representative, Congresswoman Ayanna Pressley, that “Those closest to the pain, should be closest to the power.”

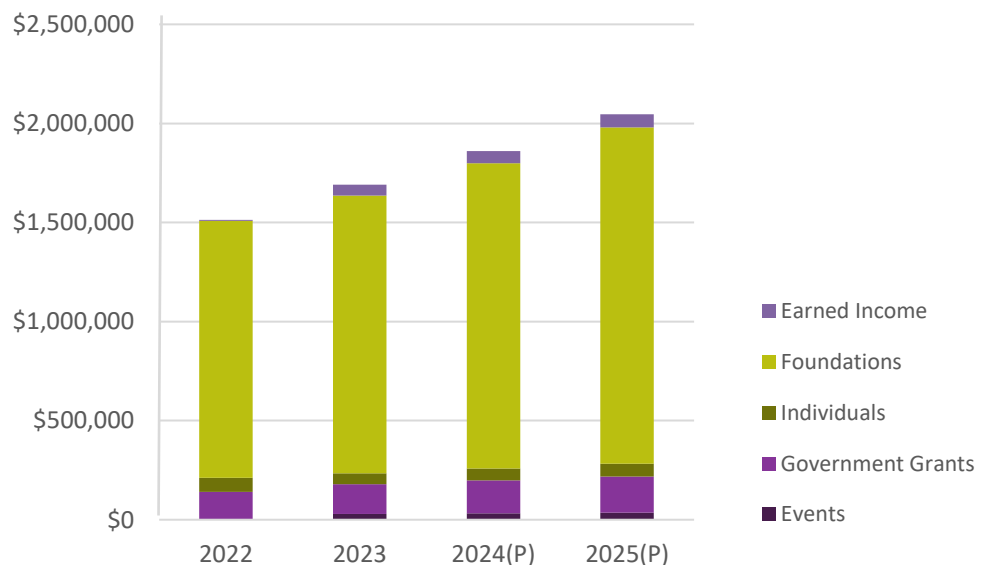
Using feminist-based practices and qualitative research to assess impact, chica project approaches this work by positioning the participants as partners to co-develop programming and facilitate curriculum-based workshops. Chica project ensures its participants are provided pathways to success through interactive workshops, employment, and service learning. By focusing on personal agency, self-efficacy, and instilling hope, the participants gain confidence and a sense of pride in their history and cultures, as well as building social capital.

Chica project envisions a future for the organization where thousands of Women of Color will grow into their power as future business, education, science, nonprofit, and civic leaders. Chica project’s core values: *power & potential, cariño & connection, radical authenticity, and grace & intention* are an integral part of the work to provide its participants with strategies and tools to overcome intersectional oppression and achieve their goals.

FINANCIAL SUSTAINABILITY

Chica project has grown from a volunteer organization in 2011 to 5 FTEs, 6 part-time staff, 8 Fellows, 13 interns, and over 60 mentors in 2022. While many programs reduced attendance during the COVID-19 pandemic, the demand for chica project’s innovative work has grown exponentially. Currently, chica project is well-positioned to continue on a trajectory of financial and programmatic sustainability and growth.

Revenue by Source



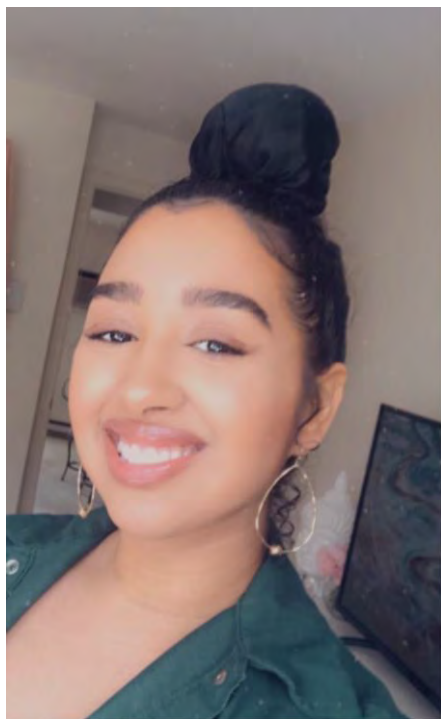
Success Story: Priscila

In 2018, Priscila became a chica. According to her, “being part of chica project opened my awareness to the shared experiences of Latina women and the strength that comes with coming together, speaking up, and supporting one another.”

She thinks the biggest way chica project impacted her professional life was by providing a support system that she could access during college applications, essays, and scholarship applications.

Priscila, recently received an associate’s degree and will pursue her BA/BS in the fall of 2023. She is currently taking a nonprofit education certification because she is inspired by the work of nonprofits.

In Priscila’s own wise words “Follow the journey that makes you happy. Plan for it wisely but accept the changes you didn’t plan for. These often lead to much bigger things.” Chica project helps chicas navigate different paths of life and to trust their personal journeys.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures chica project tracks to demonstrate progress, create internal accountability, capture lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Chicas served	400	450	500
Alumni engagement	30	45	60
School partnerships	2	3	5
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff	5	7	8
Number of board members	6	7	9
Peer leaders/youth employees	30	45	60
Total Revenue	\$1,691,636	\$1,860,799	\$2,046,879

SOCIAL IMPACT

Chica project centers the voices and power of its community of female identifying (and gender fluid) youth and women of color. The organization implements a mixed methods assessment (interviews, pre-and post-test surveys, testimonials) to measure progress on outcomes and the ability to strengthen holistic well-being, self-esteem, social justice knowledge, academic progress, and willingness to create community change.

Below are indicators that chica project will track to ensure progress and impact of the program

INDICATOR	2022-23 BASELINE	2024-25 PROJECTED OVER 2 YEARS
Participants reporting improved social-emotional skills	88%	95%
Participants completing Chicas in Bloom curriculum	133	300
Number of participants earning college credits	73	125
Number of intergenerational mentors	30	95

***chica** - what two women call each other affectionately, in support of solidarity and sisterhood. Chica project’s programs are designed to center, affirm, and empower:

- Black, Latina, and Indigenous identities; Asian, Arab, Pacific Islander, and multiracial women of color are also welcome
- Anyone who identifies as girl/woman, regardless of gender assigned at birth. The organization also welcomes people who identify as femme, non-binary, or gender nonconforming who feel aligned with experiences of girlhood and womanhood
- Youth beginning at 11 years old, young, and adult women
- Those whose sense of identity and belonging has been shaped by immigrant or diaspora experiences



FOUNDED: 2019

CURRENT ORGANIZATION BUDGET: \$625,000

CONTACT: Jerren Chang, Co-founder & CEO;
Gina Morales-Taveras, Program Director

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EMAIL: jerren.chang@genunity.org;
gina.moralestaveras@genunity.org

WEB: www.GenUnity.org

Investment Opportunity

GenUnity seeks an investment of \$4M over two years to build a “Beacon of Hope in Boston” – launching up to 5 programs on issues like environmental justice & food security and growing our community to 500+ members and 300+ partner organizations. GenUnity aspires to transform Boston’s civic culture – to one where residents most impacted by issues are seen as experts and co-create solutions alongside institutions; where these relationships are not just transactional, but consistent pillars of solidarity between institutional leaders and residents; where our community is truly by everyone, for everyone.

Boston is a city emblematic of our nation’s ideals, and the inequities yet to be redressed. Despite the affluence and innovation represented by its world-class universities and hospitals, not everyone in Boston is thriving. From housing to health outcomes, inequities persist and have only been exacerbated by the pandemic’s disproportionate impact on Boston’s low-income communities of color.

At the root of these symptoms are systems that exclude and separate residents from decisions about what’s best for them and their communities. There is no infrastructure for bringing all key groups together, integrating our diverse lived experiences, and building solidarity around one another’s common humanity.

GenUnity is tackling our inequities at the roots, bringing together diverse Bostonians around shared local issues, like housing and health care, to build coalitions that drive change in the city. By connecting residents experiencing issues with those working in institutions to address them, GenUnity transforms the relationships, power dynamics, and mindsets that underpin our civic culture and renovates our systems and institutions to foster vibrant, healthier lives for all Bostonians.

Two-Year Goals

- Expand programming to serve 500 participants a year
- Develop portfolio of 5 program issues, including Housing Security, Health Equity, Environmental Justice, Food Security, and Criminal Justice
- Launch Lifetime Community of Practice to support participants to translate action plans into structural change
- Increase staffing capacity from 7 to 19 FTEs

Ways to Invest

FINANCIAL

- \$300,000 to launch a new program for 100 participants in Environmental Justice, Food Security, or Criminal Justice
- \$150,000 to sponsor one cohort in Health Equity or Housing Security
- \$100,000 to fund scholarship stipends for 200 low-income participants
- \$50,000 for honorariums to 200 community partners

IN-KIND

- Provide community-oriented spaces to host events
- Connections to employers who want to sponsor programs
- Connections to community partners, particularly those focused on environmental justice, food security, and criminal justice

Leadership & Governance

GenUnity's leadership team – comprised of Jerren Chang and Gina Morales-Taveras – believes that each of us can contribute to building systems that work for all of us. Shortly after Jerren founded GenUnity in 2019 during graduate school at Harvard, Gina joined as a facilitator for the pilot program, became the team's first full-time hire, and now leads a 3-person program team. They collaborate with a Board and Advisory Council (total of 10 people) that bring deep expertise in civic learning, racial justice, and social entrepreneurship, including Danielle Allen (Harvard Professor) and Scott Warren (co-founder, Generation Citizen).

“

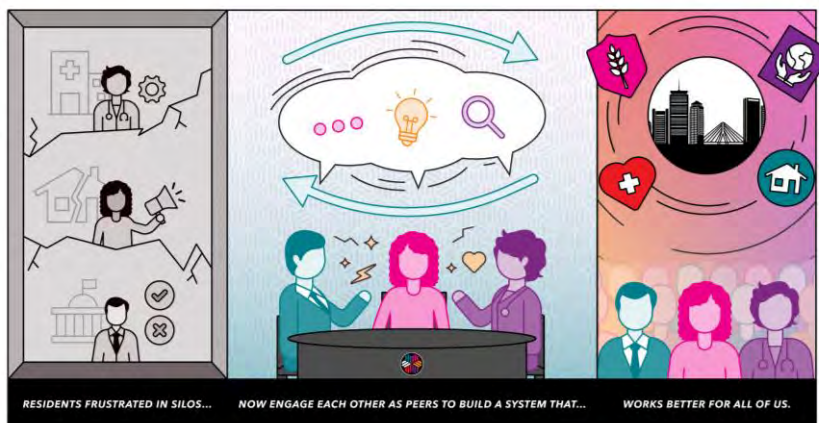
It has felt like a weight has been lifted off my shoulders, because I know that I can do something that will be impactful.

”

ANDI HOLMES
Health Equity Participant '22



GENUNITY'S MODEL



PROGRAM MODEL

GenUnity brings residents together across difference to build community and drive change on the local issues that matter most to them.

A Powerful “Civic Bootcamp” – from frustration to intention: GenUnity's issue-focused community leadership programs (e.g., Health Equity in Boston) bring together 50 participants for 10 weeks, 3 hours per week, to build their capacity to drive change. Facilitated sessions and small-group discussions with local partners help participants learn more about the complexities of the issue, hone their leadership skills, and connect their lived experiences to the systems and power structures that shape them. Participants reflect on their individual and collective capacity and create plans to effect positive change.

A Diverse, Equitable Cohort of Everyday Leaders: GenUnity's cohorts are the cornerstone of the program, bringing together everyday residents – from “proximate experts” who have experienced the program issue firsthand to “siloe experts” working in institutions to address them. Through intentional recruitment and generous stipends, GenUnity convenes a diverse cross-section of the community with transformational perspective and positionality.

A Deep Partner Network: GenUnity partners with 150+ community partners – from direct service providers to grassroots advocates – bringing them into dialogue with participants. Partners get to engage a cross-section of the community they would otherwise not have the capacity to meet with, and their collaboration means a more cost-effective, comprehensive learning experience than any one entity could do alone.

An Expert Facilitation Team: GenUnity's facilitators mirror their values of community, equity, and proximity. All bring deep experience in civic engagement; diversity, equity, and inclusion; and social justice, and half of the facilitators are former members.

A Lifelong “Civic Gym” – from intention to impact: After the program, participants stay connected through a hybrid Lifetime Community of Practice (LCOP) where they deepen peer connections through ongoing events and receive targeted support to translate their learnings and plans into structural change – from introducing new policies to innovating on business practices.

“

While we may not have fully solved the issue of housing insecurity, we have certainly made a justice deposit, a down payment to improve the society our kids and loved ones will inherit.

”

LASHAUNDA WATSON
Housing Security Participant '21



Key Investors

- THE BOSTON FOUNDATION
- CAMELBACK VENTURES
- HARVARD INNOVATION LABS
- ROCKEFELLER BROTHERS FUND
- WAGNER FOUNDATION

Partners

- ALNYLAM PHARMACEUTICALS
- BLUE CROSS BLUE SHIELD OF MASSACHUSETTS
- BOSTON MEDICAL CENTER
- CITY OF BOSTON
- DOTHOUSE HEALTH

CREATING SYSTEMS CHANGE

A Growing Movement of Everyday Leaders: Since 2020, GenUnity has launched 4 cohorts serving 140 participants across 2 programs on Health Equity and Housing Security. Participants predominantly come from historically marginalized communities, reflected in their demographics: 40% Black, 21% Latine, 13% Asian, 3% Indigenous; 19% LGBTQ+; and 52% from a household income below \$40,000. By 2025, GenUnity plans to grow to 500 members, serving at least 300 new residents per year.

A Transformational Civic Culture: GenUnity envisions a Boston where residents closest to the issues and leaders in institutions are in community with each other – recognizing each others’ humanity and lived experience and forging longstanding relationships and solidarity with each other.

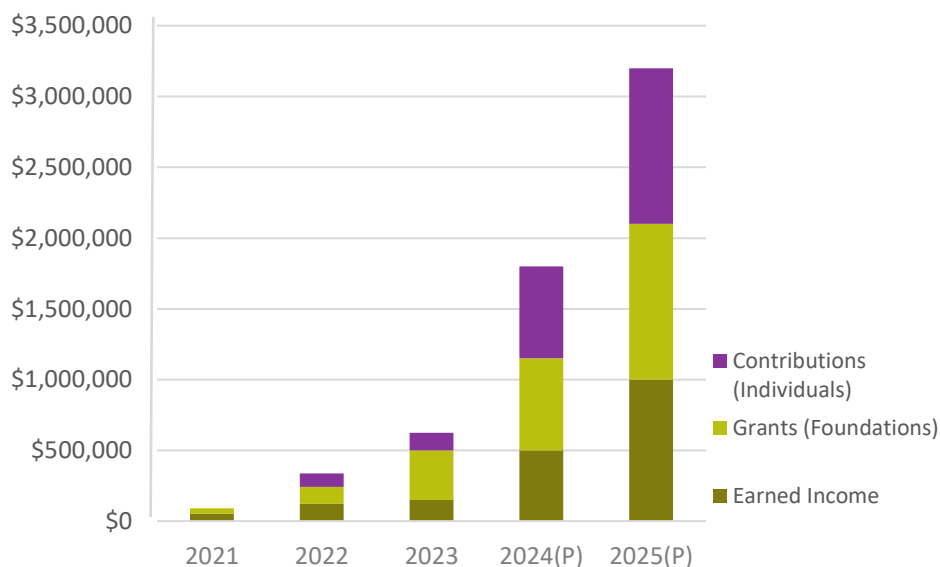
Catalytic Structural Change: By transforming the relationships, power dynamics, and mindsets that underpin our civic culture, GenUnity catalyzes structural change. Participants have helped introduce new statewide housing policies to mitigate racial bias in the rental market and changed health insurance reimbursement policies to expand access to culturally competent care.

A Values-Driven Team – Mirroring the Change: GenUnity is committed to building a team that mirrors their vision of civic leadership. Its full-time team, facilitators, and Board are >90% BIPOC and majority woman and non-binary. The organization uses a democratic governance model where key decisions are made by consensus, and they invest intentionally in promoting a healthy, equitable team environment.

FINANCIAL SUSTAINABILITY

GenUnity is creating a sustainable earned revenue model by partnering with local employers, like Blue Cross, who sponsor programs for their employees to understand the issues connected to their work, like Health Equity. GenUnity believes there is an opportunity to multiply earned revenue significantly (5-10x) and is seeking philanthropic partners willing to seed this growth.

Revenue by Source



Success Story: Promoting Equitable Homeownership

Eric, a VP at a regional bank, joined GenUnity's 2021 Housing Cohort to learn how he could use his 9 years of experience in residential mortgage lending to promote racial justice. He was eager to help but disconnected from the residents he hoped to serve and others actively driving change.

In the program, Eric listened as Arnetta, a Black elder, shared how red-lining directly impacted her well-being growing up and how she now navigates difficult moral decisions as a small property owner. He mentored Godson, a first-generation, low-income college student seeking a career in finance. He was challenged by then-Rep. Liz Miranda, who pointed out that only offering mortgage applications in English was, simply, unacceptable.

These relationships transformed Eric and how he understood his responsibility and capacity to drive change. After GenUnity, Eric led efforts to transform his bank's engagement with the community by providing translated mortgage applications and introducing new homebuyer programs specifically tailored to support low-income Black and brown families.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that GenUnity tracks to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Number of participants	140	290	540
Program areas addressed	2	3	5
Number of community partners	100	150	200
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff	7	12	19
Number of board members	5	8	12
% earned revenue	24	28	31
Total Revenue	\$625,000	\$1,800,000	\$3,200,000
VALUES COMMITMENT			
Cohort diversity: % proximate experts/%BIPOC	60/75	60/75	60/75
Board diversity: %BIPOC/% Female & Non-binary	100/60	75/60	75/60
Ratio of highest to lowest wage	1.6x	1.7x	1.8x

SOCIAL IMPACT

GenUnity supports residents to come together, critically evaluate, navigate, and drive change on the city's most pressing local issues, and build an equitable Boston for all. Changing systems requires transforming the relationships, power dynamics, and mindsets that underpin them. GenUnity's programs create the conditions for this transformation.

Below are some indicators of the social impact that GenUnity aspires to realize in the next two years:

INDICATOR	2023	2025
% of participants reporting increased agency to drive change	93	100
% of participants reporting civic skill development	90	95
% of participants who develop new relationships with other members and partners	85	95
# of participant projects translating learning into structural change	5	15
% of participants actively engaged in lifetime community	25	50

Justice 4 Housing



FOUNDED: 2019

CURRENT ORGANIZATION BUDGET: \$1,037,719

CONTACT: Leslie Credle, Founder and Executive Director

PHONE: 857.300.3009

EMAIL: lcredle@justice4housing.org

WEB: www.justice4housing.org

Justice 4 Housing (J4H) is a grassroots nonprofit committed to ending housing discrimination and homelessness for individuals impacted by incarceration. Existing Public Housing Authority policies unduly limit access to housing assistance among justice-involved individuals (JIIs) and their families.

These policies have a disparate impact on people of color who, despite making up only 17% of the state population, represent 50% of the incarcerated population. Policies restricting housing access are harmful, discriminatory, and based on an archaic view of the criminal justice system.

Denying access to housing makes it more likely that families will experience homelessness, unemployment, and ultimately criminal justice involvement, perpetuating a grim cycle of poverty. People who are stably housed are 61% less likely to recidivate, making communities safer and families healthier.

Investment Opportunity

Justice 4 Housing seeks a \$2M investment over the next two years to support program development and increase organizational capacity through hiring program staff who can support justice-involved individuals in program and case management services. Additionally, Justice 4 Housing seeks investment to provide sufficient equipment to meet technology needs.

Two-Year Goals

- Less than 3%-5% recidivism rate for program participants over the next 5 years
- 60% of SHARP participants will become homeowners within 3 years
- 85% of program participants in households with children in foster care will be reunited with their children within one year of reaching out for services
- Pass Legislation S878 H1362, "An Act to Secure Housing for Returning Citizens"

Ways to Invest

FINANCIAL

- \$670,000 funds additional case management and program management staff
- \$30,000 funds technology needs for staff including computers and a printer
- \$325,000 funds down payment assistance for 50 people/families
- \$80,000 funds for office lease

IN-KIND

- Nonprofit financial management support to improve existing systems
- Pro bono legal services to support justice-involved individuals facing denials of subsidized housing, public housing, and housing vouchers
- Board members
- Storage space for furniture donations

Leadership & Governance

Justice 4 Housing is led by a diverse seven-member Board of Directors who are directly affected or have loved ones who are directly affected by incarceration, housing instability, or discrimination. Their expertise includes legal services, accounting, reentry, and homeownership.

J4H was founded by Leslie Credle, Northeastern alumna and a survivor of incarceration.

JUSTICE 4 HOUSING'S MODEL



“

The work of J4H demonstrates that criminalized people are dehumanized, devalued, and traumatized by the bureaucracy and punitively of state systems. From the courtroom to the prison cell to re-entry to community, someone's incarceration actively prevents them from accessing basic needs, such as housing. J4H is teaching us that we cannot stand by that, and we need to work together to eliminate housing barriers for everyone.

”

JANHAVI MADABUSHI,
Executive Director,
Massachusetts Bail Fund

J4H is the first and only organization in Massachusetts that provides subsidy housing vouchers to formerly incarcerated people (FIP).

J4H utilizes a Housing First model and takes a multifaceted and comprehensive approach to reentry by addressing the needs of FIP and providing economic stability through **policy, advocacy, and service**.

J4H envisions a world without family separation, prisons, or wealth disparity. J4H's work relies on a three-pronged approach.

Policy

The Far From Home Report, co-authored by J4H and Harvard University's Tenant Advocacy Project, envisions a pathway to subsidized and public housing for JIIs across Massachusetts through twelve policy recommendations. J4H uses this report to educate local housing authorities and city agencies to fight for housing rights for JIIs.

Advocacy

The Hands On Defense (HOD) Model supports JIIs experiencing housing instability through direct intervention and disruption of discriminatory housing practices. HOD provides legal advocacy to JIIs who are experiencing housing discrimination by assisting in appealing housing denials, overturning evictions, and obtaining reasonable accommodations.

On a larger scale, HOD utilizes a network of Peer Leaders, who are successful J4H alumni, to educate their peers, as well as community partners, in the use of the HOD Model. Through outreach and advocacy, HOD is successfully educating the community on the rights of FIP and the decriminalization of housing. Since its inception, the HOD program has secured/preserved housing for over 50 formerly FIP and their families.

“

From homeless to hopeless, and my battle with substance abuse. Prayers to the almighty Jesus Christ for sending a true organization such as J4H to not only assist me but also guide me through this, and now who knows what rewards are in store for myself and my daughter.

”

J.S.,
J4H SHARP Participant

Key Investors

- BOREALIS FOUNDATION
- THE BOSTON FOUNDATION
- COMMONWEALTH OF MA
- MASSACHUSETTS COMMUNITY EMPOWERMENT
- SCHUSTERMAN FOUNDATION

Partners

- BOSTON AND CAMBRIDGE HOUSING AUTHORITY
- CITY OF BOSTON OFFICE OF FINANCIAL EMPOWERMENT
- CITY OF BOSTON OFFICE OF RETURNING CITIZENS
- JEWISH VOCATIONAL SERVICES
- PARTAKERS
- WHITTIER STREET HEALTH CARE CENTER

Service

The Stable Housing and Reintegration Program (SHARP) provides safe, stable housing and reentry services for people returning to their communities after incarceration. Having a safe place to heal from the trauma of incarceration is critical to a successful reentry and the rebuilding of one’s life.

SHARP supports J4H’s goals of family reunification and homeownership by providing stable housing to JILs (a requirement to regain custody of children in the foster care system due to parental incarceration) and providing a pathway to homeownership. Through partnerships with Housing Authorities, including the Boston Housing Authority, SHARP participants receive housing vouchers, and a myriad of wrap-around services through community partnerships, and Justice 4 Housing provides case management, and stabilization services.

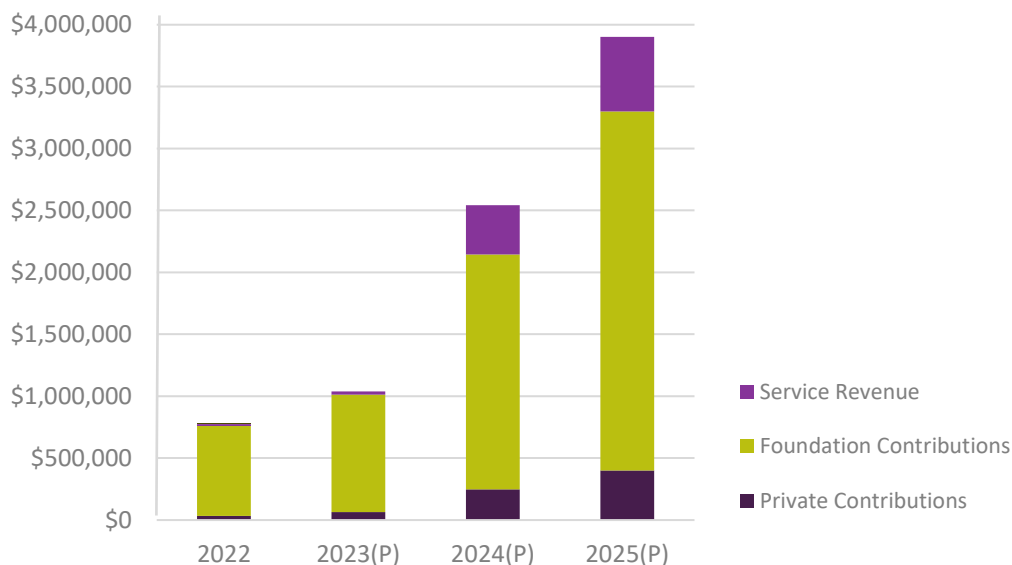
Over the past two years, SHARP has housed over 75 JILs and maintained a recidivism rate of 0%. The SHARP program has also been 80% successful in reuniting participants with their children in the foster care system.

In the long term, SHARP not only fosters healthier and safer communities, it also creates homeownership opportunities for BIPOC FIP returning to their neighborhoods. Through a partnership with BHA, SHARP participants can apply their housing voucher subsidy to their mortgage payment and become homeowners. 50% of J4H’s clients will utilize this option and secure a path to generational wealth.

FINANCIAL SUSTAINABILITY

J4H anticipates receiving state funding this year and federal funding in 2024 and 2025. J4H has received funding from state and federal funding, individual donors, and foundations.

Revenue by Source



Success Story: Kim

One third of children in foster care are in the system due to parental incarceration. For family reunification, the Department of Children and Family Services (DCF) requires parents to have stable housing. When Kim first contacted J4H, she had lost hope and she was frustrated as her daughter kept running away from foster care because she wanted to be with her mom. Kim was homeless and she was unable to stay employed or save enough money to obtain stable housing. Once J4H accepted Kim into the SHARP program, she received a subsidy voucher and within three months, Kim was reunited with her daughter. Once Kim had stable housing, she was able to gain meaningful, steady employment through one of J4H's community partners. You can view Kim's story on Justice 4 Housing's YouTube page.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that J4H will track to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Number of People Served	310	550	890
Clients who Remain Housed	80%	85%	90%
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff	7	11	15
Number of board members	7	9	11
Justice Involved Education Partnerships	8	11	15
Total Revenue	\$1,037,719	\$2,542,000	\$3,900,000

SOCIAL IMPACT

Far From Home Report:

- Reduced the look back periods from 7 years and 10 years respectively for misdemeanor and felony convictions to 3 years and 5 years
- Last year HUD, Principal Deputy Assistant Secretary for Fair Housing and Equal Opportunity, Demetria McCain, spoke at the report unveiling; now HUD is interested in making J4H a national model for the country

Hands on Defense

- Using the HOD Model: J4H has a 98% success rate in reversing housing assistance denials and evictions
- Rental assistance program provided \$34,300 to 15 constituents in rental assistance support

Stable Housing and Reintegration:

- Created a Q & A page for the BHA website
- 92% of clients had engaged with primary health care since enrollment
- After placed in housing, 85% were employed
- Noticeable improvements were reported by those with children in the completion of homework (78%), grades (63%), and overall physical health (55%)

INDICATOR	2023	2025
Vouchers received	310	890
Families reunited	80%	90%
Homes purchased	10	40



The Latino Health Insurance Program (LHIP)



FOUNDED: 2006
CURRENT ORGANIZATION BUDGET: \$1,200,000
CONTACT: Dr. Milagros Abreu, Founder,
Executive Director
PHONE: 508.875.1237
EMAIL: mabreu@lhiprogram.org
WEB: www.lhiprogram.org

Investment Opportunity

LHIP is seeking \$2M over the next two years to expand its diabetes prevention and education programs within and beyond Massachusetts to reach 5,500 people annually in 2025. This funding will support the translation of its signature, evidence-based programs; increase staffing to build capacity in fundraising, marketing, and communications; expand its clinical staff and provider network; and enhance its technology base.

Systemic inequities result in minority communities facing multiple barriers to obtaining medical care, with the lack of access to medical coverage being the primary one. Dr. Milagros Abreu's public health research* demonstrated that 96% of Latino parents who received assistance in obtaining health insurance from a case manager who spoke Spanish had coverage 1 year later versus 57% who received traditional enrollment help. The impact that inequitable access to medical care was having on these communities led her to found The Latino Health Insurance Program (LHIP) in 2006.

A community-based organization, LHIP's mission is to improve access to medical care, access to food, and health literacy for minority residents while reducing medical costs. One of its primary focuses is diabetes prevention and care.

According to the CDC, more than 1 in 3 Americans have prediabetes and 90% are undiagnosed. If untreated, 15-30% of people with prediabetes will develop type 2 diabetes within 5 years leading to severe complications, such as kidney disease, blindness and amputation. Latinos and African Americans have a greater than 50-60% chance of developing and dying from type 2 diabetes than other races and ethnicities. The American Diabetes Association has estimated that annually, in Massachusetts, people with diabetes have 2.3 times higher medical expenses, over \$5.5 billion in direct medical expenses and over \$2.1 billion in indirect costs from lost productivity.

Two-Year Goals

- Hire a development strategist to develop individual donors to diversify funding
- Develop a multilingual, secure website to serve program participants, and recruit additional partners, and funders
- Double the number of people enrolled in medical insurance.
- Double the number of participants served through diabetes prevention efforts
- Add 2 new Board members

Ways to Invest

FINANCIAL

- \$1,500,000 to add 16 clinical and program staff
- \$50,000 to develop a new website with increased virtual learning capabilities
- \$150 funds one individual in LHIP's Diabetes Prevention Program for one year

IN-KIND

- Join the Board of Directors
- Connect LHIP to medical and dental insurance providers and health care providers
- Donate blood pressure cuffs, glucose monitors, new laptops, tablets for the clinics; gift cards, new sneakers, exercise clothing, pedometers

Leadership & Governance

Dr. Milagros Abreu, M.D., MPH, President & CEO, has a passion for creating equitable access to health care, health education, and disease management and prevention. She works tirelessly with her dedicated clinical and social services staff to increase access to health care for minority communities in Mass. She inspires her Board of Directors – which includes 3 leaders of local faith-based organizations, 2 community members, and the CEO of another nonprofit in MetroWest – to work to create equitable access to health care for all.

“

I cannot express my gratitude to this program. You learn a new way of living and make progress... It saved my life! I am very happy with the services I received. I have completed DPP, and now enrolled in ESL, and cannot miss any classes. I recommend LHIP to everyone.

”

MIRIAM
LHIP Patient



LATINO HEALTH INSURANCE PROGRAM'S MODEL



Even with universal health care, disadvantaged, non-English speaking communities have a low rate of insurance coverage along with limited access to health care and health education. Additionally, they often lack access to food, housing, and sustainable employment. When sick, they may ignore symptoms, having to work to provide basic necessities for their families. As a result, their health worsens. LHIP breaks this cycle. Its 30 programs and services address social determinants of health, including health and prevention education and screening. LHIP's three health care clinics in Framingham, Boston, and Worcester offer services in Spanish, English, and Portuguese, providing cultural and linguistic support for the patients. For individuals living at or below the poverty level, LHIP basic services are free. For those above the poverty level, annual voluntary member donations are \$25-50/\$100 for individuals/families. A \$150 donation includes full access to all physician services for one individual for one year.

Care Coordination

LHIP's Patient Navigators (PNs), who are Licensed Community Health Workers (LCHWs), assess participants' health status and need for basic resources. PNs assist participants in securing benefits such as SNAP (Supplemental Nutrition Assistance Program), WIC (Women, Infants, and Children), fuel and rent assistance, and supplemental Medicare benefits. They provide up to \$500 in cash gift cards for purchasing food, paying rent and utility bills, and for necessities. PNs help individuals and families obtain a medical provider and sign up for and maintain health insurance. They follow up with individuals to help them understand and comply with their medical care and treatment.

Health Education: Prevention

PNs deliver Cancer and Diabetes Prevention Programs in the languages of the communities that they serve.

The Cancer Prevention Programs provide free screening for breast, prostate, cervical, and colon cancers for early detection and treatment.

The Diabetes Prevention Program screens individuals starting at 18 years old to identify and reduce the prevalence of diabetes. LHIP's 3 signature programs, My Mind, My Body, and My Belly, are accredited by the American Diabetes Association, recognized by the CDC, and certified by the State of Mass. These programs provide evidence-based strategies to reduce risk and establish and meet healthy life goals.

LHIP's COVID-19 Vaccine Program has provided vaccines to over 5,000 Massachusetts residents in high-risk communities.

“

LHIP clinic services are filling a gap in medical services. It is important to give individuals equal access to accurate information from trustworthy organizations, like LHIP and other trusted community partners.

”

REBECCA GALLO, Senior Program Officer, MetroWest Health Foundation

Key Investors

- FOUNDATION FOR METROWEST
- HEALTH RESOURCES IN ACTION
- MASS. DEPT. OF PUBLIC HEALTH.
- METROWEST HEALTH FOUNDATION
- NATIONAL COUNCIL ON AGING
- UNIVERSITY OF MASSACHUSETTS

Partners

- DANA FARBER CANCER INSTITUTE
- COMMUNITY CHURCHES, HEALTH CENTERS, LOCAL BOARDS OF HEALTH
- HESSCO ELDER SERVICES
- MASS. DEPT. OF TRANSITIONAL ASSISTANCE

Health Education: Chronic Disease Management

In addition to diabetes, many communities of color face other chronic diseases and conditions such as asthma, hypertension, high cholesterol, and heart disease. Even with a chronic condition, individuals can learn how to manage their health to improve their quality of life. LHIP assesses individuals' risks and provides education and risk reduction workshops, such as smoking cessation and healthy nutrition, so that individuals have tools and information to address and minimize the effects of their conditions. Individuals, families, and communities are taking their health into their own hands, becoming more vibrant, active, engaged, and healthy!

Path to Work

Successful program participants are offered the opportunity to train to become LHIP Community Health Workers, going back into their communities to share their success stories, resources, and bring in new participants.

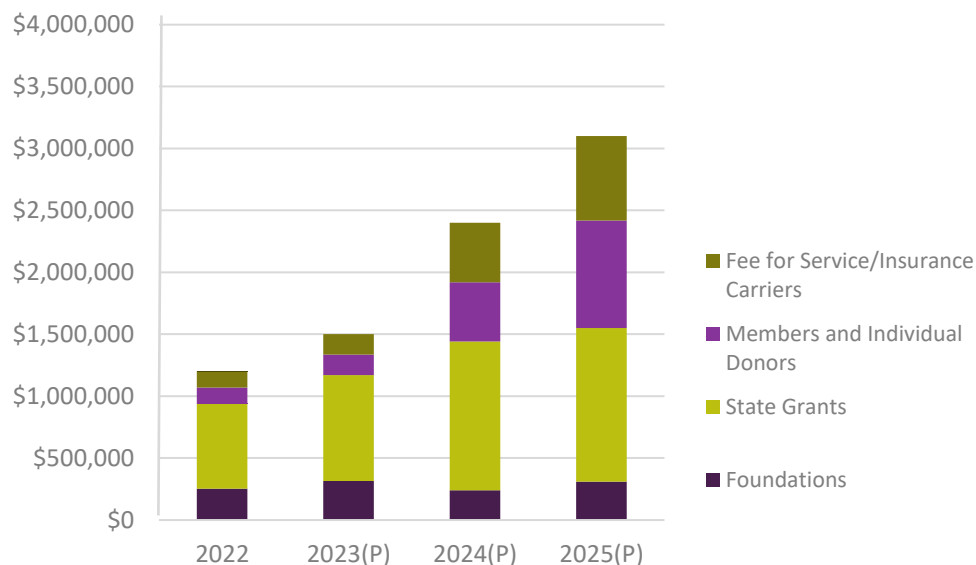
Health Equity

LHIP cultivates an extensive network of health care providers, local and state agencies, and schools, churches, and other organizations. LHIP fills a gap in health care by educating providers about the need for cultural specificity and language congruity when providing care. LHIP both receives and makes referrals to its partners, and works with the partners and patients to promote successful outcomes. LHIP's efforts are helping to build health equity across the State. Its diabetes prevention and care efforts are saving millions of dollars by avoiding emergency room visits and hospital admissions.

FINANCIAL SUSTAINABILITY

LHIP currently receives 78% of its funding from state grants and foundations, and the remaining from its members, individual donors, fee for service contracts, and insurance carriers. The organization seeks to build capacity in development to diversify its funding stream, increasing individual and major gifts donors and funding from insurance carriers and other payers. LHIP is committed to continue providing free clinical services to uninsured Massachusetts residents at or below the poverty level.

Revenue by Source



Success Story: Ramon

Ramon came to LHIP because of his medical situation. He was diabetic; his blood pressure was out of control. He was unemployed and without health insurance, housing, and was experiencing food insecurity. He had no English language skills at all.

LHIP enrolled him in health insurance and helped him secure housing and food benefits. He has learned to control his diabetes; his blood sugar and blood pressure are now under control. He lost 10 lbs and exercises regularly. He participates in LHIP health education programs, and is supporting his family financially while working for LHIP as Supervisor of the Housekeeping Department.

"It has been 3 years since I came to the USA and joined LHIP. I have only appreciation and love for LHIP. It has helped me to be a productive and healthy person in my community. I received trainings to do my job, and am able to live a better life. Me and my family are very grateful."



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures LHIP tracks to demonstrate progress, create internal accountability, capture lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Number of participants who have gained access to medical and dental insurance and care	4,500 (ytd)	20,000	28,000
Total participants served through 30 services and programs	10,000	12,000	15,000
Number of prevention programs offered	20	22	23
Participants served through diabetes prevention efforts	2,400	3,500	5,500
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff	15	26	31
Number of board members	6	8	8
Locations served	3 brick-and-mortar	State-wide, virtually	New England
Total Revenue	\$1.2M	\$2.4M	\$3.1M

SOCIAL IMPACT

LHIP believes that health equity can be achieved by providing culturally sensitive access to medical services and medical care, and improving health literacy. LHIP's programs promote effective self-advocacy and prevention measures that save lives and medical costs. The organization provides primary care services and has helped thousands of residents connect to primary care providers across the region. Increasing LHIP referrals and care provider partnerships are key to advancing health equity in the State and region.

LHIP's programs reduce health care costs. They saved Massachusetts an estimated \$24M in 2022.

Below is the summary of the social impact that LHIP aspires to have in the next two years.

INDICATOR	2023	2025
Number of health care provider partnerships, i.e., health centers, physicians, insurance carriers	8	15
Number of community partners, i.e., churches, councils on aging, housing developments, nonprofits, food pantries	40	50
Reduced health care costs through Diabetes Prevention efforts resulting from a \$150 investment per participant annually	\$24M*	\$55M
*Estimated \$10K/person saved by avoiding one ER visit		

**Flores G, Abreu M, Chaisson C., Meyers A, Sachdeva R., Fernandez H., et al. A randomized, controlled trial of the effectiveness of community-based case management in insuring uninsured Latino children. Pediatrics (2005);116(6):1433-41*

Lowell Parks & Conservation Trust



FOUNDED: 1990

CURRENT ORGANIZATION BUDGET: \$649,000

CONTACT: Jane Calvin, Executive Director

PHONE: 978.934.0030

EMAIL: jcalvin@lowelllandtrust.org

WEB: www.LowellLandTrust.org

Investment Opportunity

Lowell Parks & Conservation Trust (LP&CT) is seeking \$1.7M over the next two years. These funds will allow LP&CT to deepen its impact by expanding educational programs and increasing office space to accommodate a growing staff. Additional funding will also support closing gaps in its recreational trail network to enhance public health, and advancing organization's efforts to protect the last family farm in Lowell and create the Pawtucket Farm Wildlife Sanctuary.

The Lowell Parks & Conservation Trust (LP&CT) is a private, non-profit land trust located in Lowell, MA, founded in 1990. LP&CT provides conservation leadership and programs focusing on four key areas: protecting places, conserving nature, activating stewards, and connecting people. LP&CT addresses several issues, including:

- **Inequitable Access:** Lowell is an **environmental justice community** with a mere 5% of land dedicated as open space and less than 3.4% for recreation.
- **Health Concerns:** Lowell's rates of diabetes (9.6%), adult obesity (30.4%), and asthma (15.8%) are higher than the state average.
- **Nature Deficit Disorder:** Growing evidence shows that lack of time outdoors contributes to nature-deficit disorder, the diminished use of the senses, attention difficulties, and poor environmental stewardship.
- **Conservation Challenges:** Many natural resources are at risk due to urbanization. For example, the native Blanding's turtle population is threatened due to encroachment of its habitat.

LP&CT uses innovative and community-based approaches to improve residents' lives and health, increase economic opportunities, bring communities together, and minimize the impact of climate change.

Two-Year Goals

- Grow staff from 3.5 to 7 FTEs
- Renew Land Trust accreditation
- Update strategic plan
- Acquire Pawtucket Farm Wildlife Sanctuary and open to public
- Build education center

Ways to Invest

FINANCIAL

- \$1.5M assists with purchase of Pawtucket Farm
- \$90k provides Development Coordinator
- \$70k provides education programming at Pawtucket Farm
- \$50k provides an EV cargo van for transportation
- \$10k covers the cost of 1 student in the teen program

IN-KIND

- Pro bono assistance (legal, database, website/IT support, landscape architects)
- Office space
- Gardening tools and supplies
- Volunteer land stewards
- Board members with growth management and development experience

Leadership & Governance

The community of Lowell drives LP&CT. Most of its eleven experienced and committed Board members live and work in Lowell, allowing them to have a grassroots approach to addressing community needs. Collectively, their Board of Directors has expertise in conservation, sustainability, energy and environmental affairs, environmental law, nonprofit and volunteer work, program management, education, and youth and community engagement. LP&CT's Executive Director, Jane Calvin, has nearly three decades of experience working in urban conservation.

“

Investing in urban kids and schools – and using conservation as a tool to teach leadership, self-esteem, and educational success – is something that ... other conservation groups should emulate.

”

JUDY ANDERSON
Community Consultant



LP&CT's MODEL

Creating Community Through Conservation



Protecting Places

Lowell Parks & Conservation Trust is one of the few urban land trusts in the United States. A key focus of the organization is establishing and safeguarding special places, parks, and open spaces. LP&CT has **protected over 30 acres of land in Lowell**, including: Hawk Valley Farm, Donahue Park, Jollene Dubner Park, and West Meadow. In addition, LP&CT is in the process of protecting another 20 acres, which is the last family farm in Lowell and will serve as a vital connection between the state forest and the Merrimack River.

Conserving Nature

LP&CT's conservation efforts advance beyond land, including engaging community scientists as volunteers to monitor Lowell's unique plants and animals.

The **Blanding's Turtle Conservation** project protects an endangered New England turtle species. LP&CT hosts a **turtle headstarting program**, in partnership with Zoo New England, local volunteers, and schools, which allows turtle hatchlings to be raised in captivity (short-term) to increase their chances of survival into adulthood.

The **Fish Monitoring Program** ensures that the local river herring population continues to thrive. Volunteers monitor the passage of herring and other species in Lowell, enabling LP&CT to get a better understanding of what kind of modifications are needed to allow for upstream fish passage at the Talbot Mills Dam in Billerica. Opening up fish passage at the Talbot Mills Dam will allow fish to access the entire Sudbury, Assabet, and Concord (SuAsCo) Watershed – the largest untapped acreage of fish habitat in all of New England.

LP&CT's impact is not limited to protected acreage, but also the tree canopy. The Lowell Parks & Conservation Trust, the City of Lowell, and the Massachusetts Department of Conservation and Recreation have partnered to plant trees where they are most needed in the city. In 2022, 268 "equity" trees that provide much-needed shade and other benefits in vulnerable neighborhoods were planted.

“

LP&CT [...] enables everyone, no matter who they are, no matter where they live, no matter what their income level is [...] to have the opportunity to experience nature right in their own backyard.

”

KAY DOYLE
Past President, Greater Lowell
Community Foundation

Key Investors

- CUMMINGS FOUNDATION
- GREATER LOWELL COMMUNITY FOUNDATION
- RICHARD K. & NANCY L. DONAHUE CHARITABLE FOUNDATION
- THEODORE EDSON PARKER FOUNDATION

Partners

- CITY OF LOWELL/LOWELL PUBLIC SCHOOLS
- MASS AUDUBON
- MILL CITY GROWS
- LOWELL NATIONAL HISTORICAL PARK
- MASSACHUSETTS RIVERS ALLIANCE
- MERRIMACK RIVER WATERSHED COUNCIL
- SMITHSONIAN INSTITUTION
- UMASS LOWELL

Connecting People

LP&CT makes room for community members to reconnect with one another and nature by creating, connecting, and conserving places for them to explore and protect. Their work with the **Concord River Greenway** illustrates their capacity to be a **catalyst** in improving the quality of life in Lowell.

The Concord River is a scenic, natural, cultural, and historical resource of national importance. By completing the Concord River Greenway, LP&CT will reconnect Lowell’s largest open spaces, preserve the historic corridor that once divided neighborhoods, and create a multi-use recreational asset and vital transportation alternative to get downtown. The Greenway will also provide a missing link in the 200-mile Bay Circuit Trail and connect to the 25-mile Bruce Freeman Rail Trail.

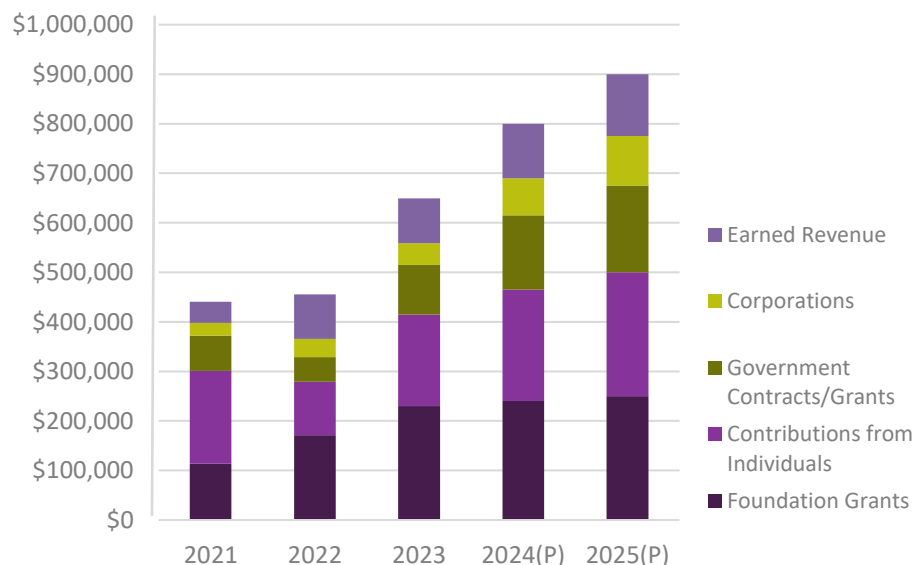
Activating Stewards

LP&CT connects kids, young adults, and older adults to nature, community, and each other. For example, the afterschool program, **Lowell Leaders in Stewardship (LLIS)**, is a STEM-based environmental education program offered in partnership with Mass Audubon and the Lowell Public School system. LLIS engages future generations in the stewardship of Lowell’s natural resources. In 2022, LP&CT supported 1,080 students in its afterschool programs. In addition, they offered 66 programs and had 419 volunteers.

FINANCIAL SUSTAINABILITY

LP&CT is funded largely through foundations; contributions from corporate and individual donors; and federal, state, and municipal contracts. In order for LP&CT to expand its programs and continue to protect Lowell’s special places, the organization seeks to increase and diversify its revenue streams in the coming years.

Revenue by Source



*Note: This excludes a \$1.25M anonymous donation for Pawtucket Farm in 2023.

Success Story: Lily & Amina

Lily and Amina joined LP&CT's after-school program, "Lowell Leaders in Stewardship," as incoming 9th graders. They showed an early sense of justice and were good students, but they faced personal problems that held them back.

After learning about rain gardens and how they reduce stormflow, they noticed that the alley next to the school needed attention. Lily and Amina asked to speak to their Congresswoman, Niki Tsongas, who welcomed their visit. They were brave enough to request funding for the rain garden project. Since Amina and Lily had the tools and knowledge from their afterschool program, and community support, they successfully advocated for funding and planted the rain garden. These young women are still passionate about sustainability and conservation as they pursue their college degrees.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that the Lowell Parks & Conservation Trust will track to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Land conservation for the community (acres)	8	28	33
Teens served (youths to college/STEM)	7	14	21
Closing gaps in recreational trail network (miles)	1.75	4	6
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff members	3.5	5	7
Square footage for programmatic activities	2,000	3,000	4,000
Number of board directors representing diverse stakeholders	3 of 11	5 of 11	7 of 12
Strategic plan	Update	Implement	Measure
Total Revenue	\$649,000	\$800,000	\$900,000

SOCIAL IMPACT

It is clear that LP&CT is improving the quality of life in Lowell, and you can see how residents are driving the change on the ground. With the help of its committed staff, members, volunteers, and citizens, LP&CT has protected and opened land that is publicly accessible to the community. LP&CT provides a safe, inclusive, and healthy space for people to learn about the environment, care for the land and wildlife, and connect to one another. The community of Lowell is eager to access green spaces, and LP&CT is honored to partner with them to ensure that ***nature truly is for everyone.*** Below is the summary of the social impact that the Lowell Parks & Conservation Trust aspires to have on Lowell in the next two years.

INDICATOR	2023	2025
Number of programs and events offered	66	88
Number of stewards/volunteers engaged	419	500
Number of different types of educational partnerships	3	7
Number of program participants	2,120	3,300
Number of trees planted	268	400



FOUNDED: 2000

CURRENT ORGANIZATION BUDGET: \$2.4M

CONTACT: Nikki Flionis, Executive Director;
Jumaane Kendrick, Deputy Director

PHONE: 617.427.0377

EMAIL: nikki.flionis@missionsafe.org;
jumaanekendrick@missionsafe.org

WEB: www.missionsafe.org

Investment Opportunity

MissionSAFE's goals for growth and impact will require an increased annual investment of \$3.8M by 2025. Capacity-building support will allow MissionSAFE to hire five new program staff to expand the number of youth participating in its programs. Funding to build the critical infrastructure—development, finance, operations—to support this growth will also be needed. Flexible and reliable operating support provides the stability and financial health community organizations need to grow to the next level.

MissionSAFE works with young people who experience first-hand the systemic barriers of generational poverty, racism, violence, and trauma.

These young people live in Boston neighborhoods where a significant number of households exist below the poverty threshold. They attend schools in an education system that doesn't meet their needs. They may be involved with a gang and/or the justice system. They likely know someone who has been a victim of violence or may have been a victim themselves. And, yet, these young people survive under these circumstances and bring many strengths to MissionSAFE's door—leadership, resilience, hope.

MissionSAFE's mission is to work with young people in under-resourced communities in Boston to gain the skills and confidence to thrive, not just survive, and to improve their community and their world. MissionSAFE's approach is rooted in a deep understanding of "chronic complex trauma" and its impact on young people. This expertise, combined with the experience of a committed staff, who meet youth where they are, sets the MissionSAFE approach apart.

Two-Year Goals

Go Deeper and Broader

- Double number of youth reached to 1,500
- Increase programming from 7 to 12 hours on weekdays at 3 sites
- Find a larger space in key Boston location
- Train others with MS's trauma-informed youth development model

Impact the System

- Deepen partnerships with schools, businesses, and the City

Build a Sustainable Organization

- Hire 5 new program staff
- Expand and diversify the Board of Directors

Ways to Invest

FINANCIAL

Contribute to the goal of raising \$3.8M annually by 2025

- \$75-85,000 supports salary and benefits of new program staff, clinical social worker, volunteer coordinator
- \$25,000 supports space feasibility study
- \$1,000 funds each field trip
- \$600 supports monthly stipends for participating youth

IN-KIND

- Expertise to implement new database and train staff to track youth participation and outcomes
- Sponsor job shadowing opportunities, internships, and job placements for more youth
- Volunteer to mentor or tutor
- Become a school, business, or community partner

Leadership & Governance

Co-Founder and Executive Director Nikki Flionis and Deputy Director Jumaane Kendrick lead the organization. Jumaane brings experience in youth development and violence prevention. Nikki has expertise in understanding trauma and has effectively led the organization since its founding. The Board, led by Ronald Koning Jr., President of State Electric Corporation, brings experience working across diverse industries, including electrical construction, biotech, marketing, finance and banking, philanthropy, and trauma-resilient youth development.

“

MissionSAFE has a distinct approach to ending generational poverty and violence in Boston that is made possible by a team that truly understands, and connects, with youth.

”

MONICA BALLIN
Governing Board Member



MissionSAFE's MODEL



MissionSAFE uses a relational, trauma-informed, youth development model that intentionally works to create conditions for resilience and positive transformation in youth ages 11-24. An essential component of this model is the belief that healthy, growth-fostering relationships with caring adults is at the center of positive change.

MissionSAFE programs aim to provide a feeling of emotional and physical safety that allows youth the freedom to explore, make mistakes, develop self-knowledge, and begin to grow. MissionSAFE bolsters that with opportunities to master skills and broaden their horizons. The organization meets youth "where they are." Staff model behaviors and aspirations and are a constant bridge to new experiences and to allowing youth to feel that they can move forward.

MissionSAFE provides programming in neighborhoods where there are few options for middle and high school students and young adults. Youth are referred to MissionSAFE by educators, family members, local agencies, and through MissionSAFE's own outreach and recruitment in the neighborhoods.

Explorers Academy (EA)

Explorers Academy offers 45 middle school students a hybrid of online and in-person workshops and activities daily after school and in the summer. EA provides youth with a firsthand opportunity to learn about problem solving, team building, and advancing social skills. Explorers have access to tutors, multicultural arts and music, and field trips to broaden their view of the world.

Youth Leadership Service Corps (YLSC)

A year-round program for about 95 high school youth (after school and summer), YLSC combines service and leadership activities, along with on-site enrichment activities (arts, podcasting, healthy eating), academic tutoring, and field trips to expand their horizons of what's possible.

“

It can be tough growing up in the city. For hundreds of kids like me, MissionSAFE provides a safe haven. I come to MissionSAFE because it gives me a place to be myself.

”

MissionSAFE Youth Participant

Key Investors

- AMELIA PEABODY FOUNDATION
- BOSTON CHILDREN'S HOSPITAL
- CABOT FAMILY CHARITABLE TRUST
- CITY OF BOSTON
- COMMONWEALTH OF MASS.
- CUMMINGS FOUNDATION
- JOHNSON FAMILY FOUNDATION
- LIBERTY MUTUAL FOUNDATION
- STATE STREET FOUNDATION

Partners

- BOSTON UNCORNED
- BOXING POWER AND FITNESS
- CITY OF BOSTON: PUBLIC SCHOOLS, POLICE DEPT., PUBLIC HEALTH COMMISSION
- FIELDS CORNER CROSSROADS COLLABORATIVE
- MADISON PARK DEVELOPMENT CORPORATION
- MISSION HILL YOUTH COLLABORATIVE
- NATIONAL GRID

Safe City Dorchester

Following a merger with Dorchester Youth Collaborative (DYC) in 2011, MissionSAFE launched Safe City Dorchester, an “after-after school” program, expanding hours until 7 pm each weeknight at a second location in the Fields Corner neighborhood. This drop-in and enrollment program works with up to 200 high school youth annually.

Futures

Futures offers training and workforce development programs for gang-involved, unemployed young adults ages 18-24. The approach combines case management with job readiness training and paid internships or employment opportunities. Two programs include InVeST NOW, a state-funded workforce development program, and the Grid4Good partnership with National Grid which trains 125 youth for careers in the energy sector.

Sports & Community Service

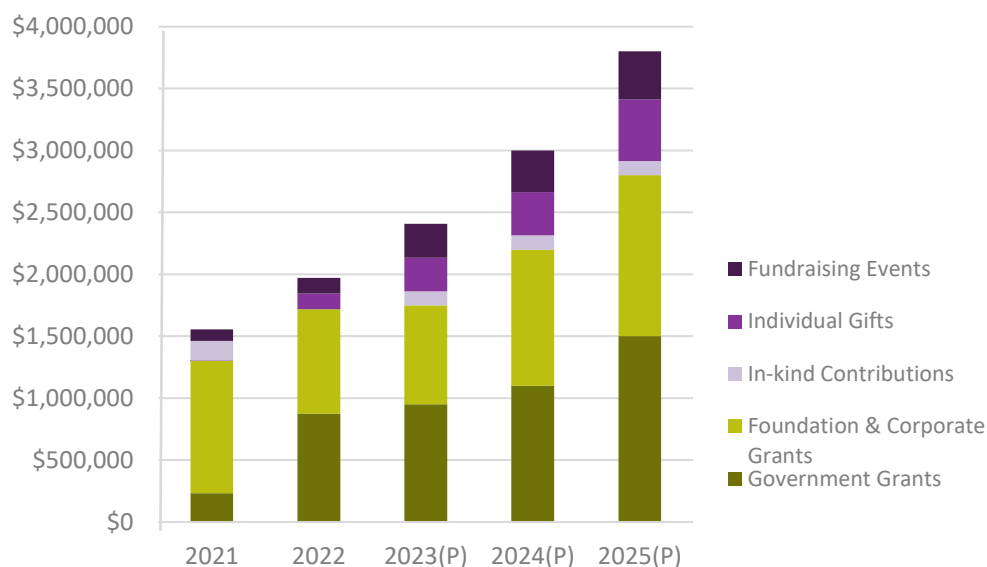
MissionSAFE extends its reach into the community through sports programming for over 200 young people and community service events. Besides providing positive activities, these community programs identify youth who may benefit from a MissionSAFE program.

MissionSAFE also seeks to impact the larger ecosystem by working in partnership with the education and justice systems and businesses, and collaboratively with other community-based organizations.

FINANCIAL SUSTAINABILITY

MissionSAFE’s mixed-revenue model provides a solid financial foundation. A mix of government (state and city) funding, individual donors, foundation grants, corporate sponsorships, and events provides flexibility to weather the ever-changing economic landscape for nonprofit organizations. MissionSAFE seeks to expand these revenue streams to achieve its goals.

Revenue by Source



Success Story: Joshua

Joshua, a 21-year-old youth from Dorchester, came to MissionSAFE two years ago at his lowest point, with an open firearm court case and zero confidence in a life outside of the “street.” He was referred to MissionSAFE by the court’s pre-trial diversion program.

MissionSAFE offered him the opportunity to try the Futures career readiness program for six months, and he did. With his decision not to engage with his gang, and develop his professionalism, prioritize, and go deep to visualize his true self, he identified his goal to be a truck fleet owner. Through career mapping, he identified the necessary steps to achieve his goal. He is now employed with Target as an overnight forklift operator and obtained his OSHA certificate in pursuit of his commercial driver’s license.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that MissionSAFE will track to demonstrate progress, create internal accountability, capture lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Youth program participants	750	1250	1500
Sports participation (subset of total participants)	200	350	450
Job and internship placements	150	200	250
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff	12	15	17
Number of board members	8	10	12
% of Board racially & culturally representative of staff and youth	25	40	50
Establish database & evaluation system	Design	Train/Pilot	Implement
Total Revenue	\$2.4M	\$3M	\$3.8M

SOCIAL IMPACT

MissionSAFE seeks to double the number of participating youth over the next two years. Demand exists for afterschool programming for middle and high school youth and alternative programming for young adults seeking education and employment. MissionSAFE looks to deepen its partnership with the Boston Public Schools to keep young people engaged in school and the Boston Police Department and court systems to offer alternatives to gang involvement, violence, and incarceration.

Below are MissionSAFE’s key indicators to track progress and impact over time.

INDICATOR	2023	2025
Reduction of youth involved in violent incidents (Futures program participants)	47%	74%
Youth engaged in education, who remain in/return to school or enroll in a GED program. (NOTE: Goal is to hold percent steady as number of youth increase.)	95%	95%
Increased social skills and emotional development	Identify assessment to document change	Report on change

RIA (ready.inspire.act)



FOUNDED: 2014

CURRENT ORGANIZATION BUDGET: \$1,060,000

CONTACT: Heather Wightman, Executive Director and Founder

PHONE: 774.249.8897

EMAIL: hwightman@readyinspireact.org

WEB: www.readyinspireact.org

Investment Opportunity

RIA seeks an investment of \$3.2M over two years to increase the number of individuals engaged with the RIA community from 81 to 125. The support will help RIA deepen the educational, employment, housing, and family support it provides to people who have been exploited in commercial sex. Funds will be used to build infrastructure to increase staff and expand the *SheFund* which, provides flexible resources necessary to address the unique challenges each survivor faces on the path to wholeness and healing.

Sex trafficking occurs when an individual is made to perform commercial sex using force, fraud, or coercion. It happens every day across the United States and the world and represents conservatively a \$30 billion industry globally. It happens to everyone regardless of age, race, or gender. Individuals at greater risk include BIPOC and LGBTQIA+ people, and/or folks who experience:

- Domestic violence or sexual abuse
- Financial stress
- Homelessness and housing insecurity
- Substance use disorder
- Disability (cognitive or physical)

RIA (ready•inspire•act) offers a way out of sexual exploitation that is grassroots and flexible. Its mission is to stand with and support people with experience in commercial sex and its associated exploitation, trafficking, and prostitution. RIA provides a range of community-based services, including peer mentorship and clinical therapy, as well as financial support with housing, educational, and training expenses. RIA knits together a community of survivors who provide accompaniment, care, and understanding to participants at every stage of the journey to wholeness and healing.

Two-Year Goals

- Increase the total number of RIA participants from 81 to 125 annually
- Expand the resources available by way of the *SheFund* to support survivors and their children to find and secure housing, education, and employment
- Increase peer mentorship, clinical therapy, case management, and group opportunities for individuals as they heal and exit from commercial sex

Ways to Invest

FINANCIAL

- \$100,000 for the *SheFund* provides flexible funding for at least ten individuals' unique needs to become independent, including housing and education
- \$65,000 funds a full-time Peer mentor to work with program participants
- \$80,000 funds a full-time communication/marketing position to grow RIA's visibility and reach

IN-KIND

- Join the Board of Directors to help lead RIA through the next chapter of growth
- Join the RIA Annual Gala Event Planning Committee and help identify corporate and individual event sponsors
- Host an informational gathering for your friends and family to learn about RIA

Leadership & Governance

Survivor professional mentors work alongside clinicians and as board members and volunteers, providing guidance on all of RIA's work. RIA's Executive Director and Founder, Heather Wightman has masters degrees in social work and public health and twenty-five years of working with federal, state, and human services programs related to violence prevention. RIA's Board of Directors includes seven women who have diverse backgrounds and expertise, including in law, marketing, engineering, education, medical services, nonprofit administration, and clinical practice.

RIA'S MODEL



“

We are fighting a war out here, and RIA is like a parachute of support coming down from the sky.

”

FORMER RIA PARTICIPANT



RIA – Working Towards Wholeness and Healing

RIA builds healing relationships to support people with experience in commercial sex. RIA accompanies survivors where they are in their lives, whether experiencing homelessness, living in a shelter, or in a more stable housing situation. RIA participants have been manipulated, threatened, or controlled by sex buyers and traffickers over months or years. Often humiliated by society, survivors' feelings of discouragement and isolation can be profound. Exploitation robs people of their born identities, it diminishes self-esteem, and hurts physically and emotionally. RIA walks with people as they feel value and joy and are seen and loved.

Mentorship – A Coach for Personal Discovery

RIA mentors meet with participants in the process of self-discovery and healing. This includes sharing stories of survivorship, and information about the challenges they face and life planning goals. A professional mentor is an anchor, a person who has had similar past experiences and can share their journey to wholeness and healing. Mentors and mentees typically connect in person weekly, and often talk on the phone and text daily. Weekly community support groups, in-person and virtual are hosted by mentors.

Therapy – Healing from Trauma

Therapy is critical to rebuilding self-awareness and strengthening coping skills to support a participant's ability to reduce harm in their lives. RIA's therapists demonstrate experience in understanding the complex layers of trauma in commercial sex. This includes awareness of how exploitation occurs and factors that may contribute to being at higher risk include gender and gender identity, race and ethnicity, and disability.

“

Each survivor’s path towards healing is unique and the support services they need must be tailored to meet them where they are on their journey. This is where RIA stands apart from other nonprofits.

”

PADMAJA SURENDRANATH,
RIA Board Treasurer

Key Investors

- FOUNDATION FOR METROWEST
- GARDINER HOWLAND SHAW FOUNDATION
- LINCOLN & THERESE FILENE FOUNDATION
- U.S. DEPARTMENT OF JUSTICE, OFFICE FOR VICTIMS OF CRIME

Partners

- ASCENTRIA CARE ALLIANCE
- BETH ISRAEL DEACONESS MEDICAL CENTER AND BRIGHAM & WOMEN’S HOSPITAL
- FRAMINGHAM POLICE DEPT.
- JASMINE GRACE OUTREACH

SUPPORT TO TRANSITION TO INDEPENDENCE

Sustainably – Life Planning and Support for the Future

Most RIA participants need a variety of supports as well as financial backing to rebuild their lives. RIA provides support in finding and securing housing, treatment for substance use disorder, and education and job training, among other areas. RIA’s *SheFund* provides immediate supports which is the glue that allows people to fully exit commercial sex. Given that over 60% of RIA participants have children, flexible funding is critical in providing stability that allows for family reunification.

Advocacy and Education – Building Public Awareness

RIA offers a variety of workshops and presentations to help institutions, organizations, and community leaders understand the risks and impact of commercial sexual exploitation on a community, and how to recognize signs and get support to people in need.

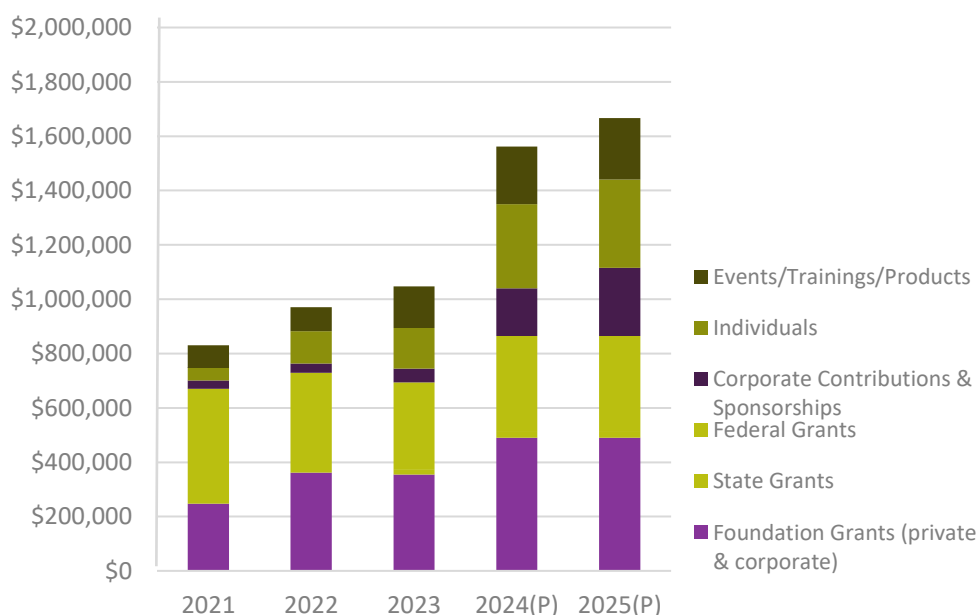
Survivor Professional Mentors – Experts with Experience

From the beginning, RIA has been survivor-informed, with a commitment to elevating the voices and lived experiences at every level of the organization - half of RIA’s team has past experience in commercial sex and of sex trafficking and exploitation, as do members of the Board of Directors.

FINANCIAL SUSTAINABILITY

In 2018, RIA underwent a strategic planning process that set a clear plan for organizational development. With a small team, RIA has been able to cultivate a healthy mix of public, foundation, and individual funding and has grown each source every year. Over the next two years, RIA will increase staff to their infrastructure to build program, communication, and development capacity.

Revenue by Source:

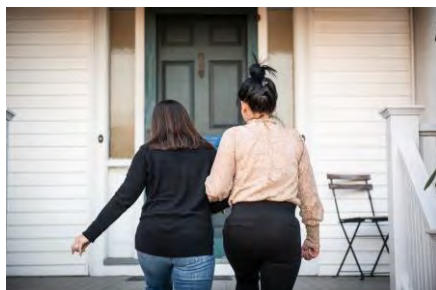


Success Story: Joya*

After leaving Cuba, Joya's mother married a man she barely knew. Joya's stepfather made her do things that she hated. By age 14, she left home, believing she would be better off on the streets. After weeks of couch surfing, Joya was befriended by an older man who groomed her into commercial sex, exploiting her body for profit. For the next 20 years, Joya faced homelessness, violence, sexual abuse, addiction, and prison. Through a weekly support group, she met a RIA mentor who got to know her better, building trust to begin one-on-one support.

Today, Joya is beginning to see a new life for herself. She recently enrolled in college to pursue a bachelor's degree with the help of RIA's *SheFund*. With new awareness and support from RIA, Joya continues her healing journey and dreams of someday being a nurse.

*identifying details of Joya's case have been changed to protect her privacy



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that RIA tracks to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Number of participants	81	105	125
Number of participants in mentorships	74	90	110
Number of participants in therapy	30	40	55
Number of participants accessing <i>SheFund</i>	80	90	110
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff	9	10	11
Number of board members	9	11	12
Advisory Board	2	3	5
Total Revenue	\$1,060,000	\$1,500,379	\$1,675,116

SOCIAL IMPACT

The commercial sex industry is a multi-dimensional threat: It deprives people of basic human rights and freedoms, it poses multiple health risks and consequences while exposing people to substantial levels of harm, and it fuels the growth of organized crime. The impact of sex trafficking goes beyond individual victims and can devastate the lives of victims' children, who may also become the targets of commercial sexual exploitation. RIA's holistic and comprehensive approach offers a model for how to build an infrastructure of support that can permanently transition individuals, and families, out of a dependence on commercial sex, decreasing harm and increasing wholeness and healing towards thriving.

INDICATOR	2023	2025
% of participants completely out of commercial sex	81	90
% of participants who report an increase in housing safety	34	45
% of participants who experience a reduction in financial stress	69	85

United Interfaith Action of Southeastern MA



FOUNDED: 1996
CURRENT ORGANIZATION BUDGET: \$328,000
CONTACT: Andrea Sheppard Lomba,
Executive Director
PHONE: 774.218.2028
EMAIL: andrea.uia@mcan.us
WEB: www.unitedinterfaithaction.org

Investment Opportunity

UIA seeks \$500,000 to increase the number of community members trained each cycle from 50 to 120. To accomplish this, the organization will add staff, increase professional development opportunities, and ensure pay rates are in line with those in the MCAN Network. UIA will double the number of community trainings each cycle and send emerging leaders to trainings at the state/national level. With this investment, UIA can build a force for good – meeting ordinary people where they are – giving them the tools to be the leaders they need to be to create change.

United Interfaith Action of Southeastern MA (UIA) is a faith-based, community organizing group addressing social justice issues and supporting leadership development among low to moderate income residents of New Bedford and Fall River. It is affiliated statewide with the MA Communities Action Network (MCAN) and nationally with Faith in Action. In Southeastern MA, UIA recruits and trains community members and clergy in order to build a network of leaders with the power and capacity to address economic and social justice issues, such as educational disparities, immigration, housing, and public safety.

Through training and ongoing support, UIA develops grassroots leaders to work in a cycle of organizing that includes deep community listening, identifying areas of need, conducting issue research, honing action proposals and engaging with officials on policies and budgetary appropriations for concrete change.

Using this model, UIA engages marginalized people – those who are often not included at the decision-making tables – in its leadership and membership. UIA provides these community members with the organizing tools to create systemic change, addressing different issues every one to two years depending on the concerns selected by emerging leaders.

Two-Year Goals

- Increase the number of community leaders trained each year from 50 to 120
- Grow UIA current staff from 2.5 FTE to 6 and double the number of interns
- Establish offices and training spaces in both Fall River and New Bedford
- Triple the number of professional opportunities for staff as well as trainings offered in the community

Ways to Invest

FINANCIAL

- \$60,000 funds a community organizer to support 30 new leaders
- \$10,000 funds a yearlong training cycle for 30 leaders
- \$5,000 helps send a group of emerging leaders to state or national training
- \$2,500 funds state and national staff development programs

IN-KIND

- Become a community leader active in UIA's organizing and issue campaigns
- Offer space for meetings, trainings, and/or public actions
- Offer coaching on fundraising, board development, data integration, and/or social media
- Provide Interpreter services for community actions/trainings

Leadership & Governance

Executive Director Andrea Sheppard Lomba has worked in faith-based community organizing since 1998. Her upbringing, education, career, and experience led her to seek ways to address unjust systems by empowering those closest to the pain. Structured around general membership through congregations, UIA's work is led by its staff, Board of Directors, Issue Teams, Organizing Committees within member congregations, and a Clergy & Faith Leaders Caucus. Grassroots leaders make decisions and drive the organization's work at every level.

“

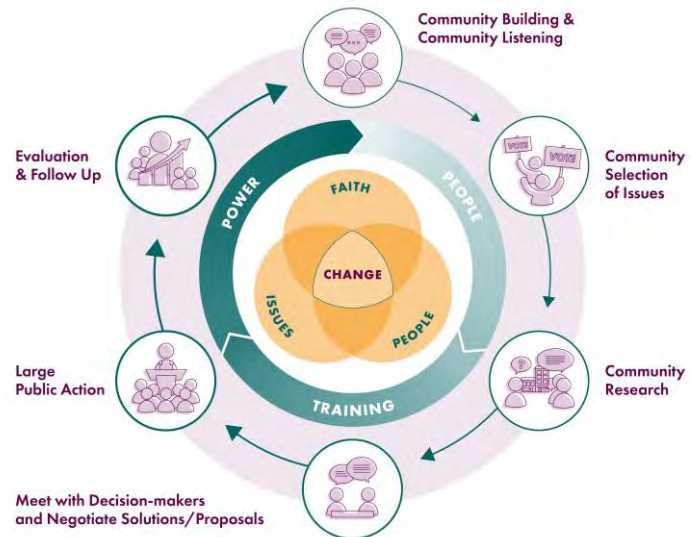
UIA taught me a way toward real change. My strategic mind has been awakened, and I can be creative in finding solutions with others.

”

MARIA JOSE MORALES
Mental Health Clinician and
UIA Community Organizer



UIA'S MODEL



BUILDING GRASSROOTS LEADERSHIP

UIA's model is centered on creating a collective of people grounded in a social justice vision. To achieve systemic change, UIA conducts cycles of listening, issue identification, and action campaigns every one to two years.

Beginning with **community building and listening**, emerging leaders are trained to conduct one-on-one conversations and small group listening meetings within their organizations to build relationships and identify common interests around areas of concern. UIA organizing staff then work with grassroots leaders to prioritize areas of greatest concern and the **community selects issues** for focus. In the next phase, emerging leaders conduct **community research** for greater understanding of needs and solutions and to develop proposals to address the issue. Leaders are then trained to **meet with decision-makers** to present solutions. Next, UIA staff assist leaders with organizing **large public actions**, often attended by hundreds, to show community support to officials, obtain their commitment to take action, and hold them accountable. At the conclusion of each cycle, UIA staff work with the leaders **to evaluate progress** on addressing the issue as well as their own development.

Within each issue area, UIA works to build power for change at the local, state, and even national level. The goal is to achieve at least one issue win each year and to develop enough capacity to sustain multiple campaigns through a growing leadership base of "ordinary people" seen and heard, working with stakeholders and officials to enact policies, develop programs and increase budget appropriations. Above all, UIA's model develops grassroots leaders, through training and structure, to facilitate their path to step into their own power as change agents in their communities and beyond.

“

UIA has been a partner and a leader on public education, affordable housing, COVID relief and more. They are skilled at mobilizing constituents, the public, statewide coalitions and fellow policy makers.

”

REPRESENTATIVE ANTONIO CABRAL
13th Bristol District, New Bedford



Key Investors

- CATHOLIC CAMPAIGN FOR HUMAN DEVELOPMENT
- EPISCOPAL CITY MISSION
- ISLAND FOUNDATION
- MASSACHUSETTS BUDGET AND POLICY CENTER
- MASSACHUSETTS COMMUNITIES ACTION NETWORK (MCAN)
- MASS VOTER TABLE

Partners

- DELIVERING ON EQUITY COLLECTIVE
- FAITH IN ACTION
- NAACP NEW BEDFORD
- RAISE UP MASSACHUSETTS
- VOCATIONAL EDUCATION JUSTICE COALITION

Over the past 27 years, UIA’s growing base of grassroots leaders has impacted numerous issues affecting its communities.

HOUSING: Fall River and New Bedford continue to have some of the highest rates of eviction in Massachusetts, with over 4,000 on housing waitlists. UIA leaders are actively working in both cities on increasing affordable housing funding and supportive policies.

IMMIGRATION: Alongside other organizations, UIA helped to win passage of statewide legislation ensuring driver’s licenses for nearly 20,000 undocumented immigrants in Fall River and New Bedford.

PUBLIC SAFETY: UIA leaders helped to secure funding for Spanish-language training for Fall River police and successfully advocated for additional mental health clinicians for 911 behavioral calls in New Bedford.

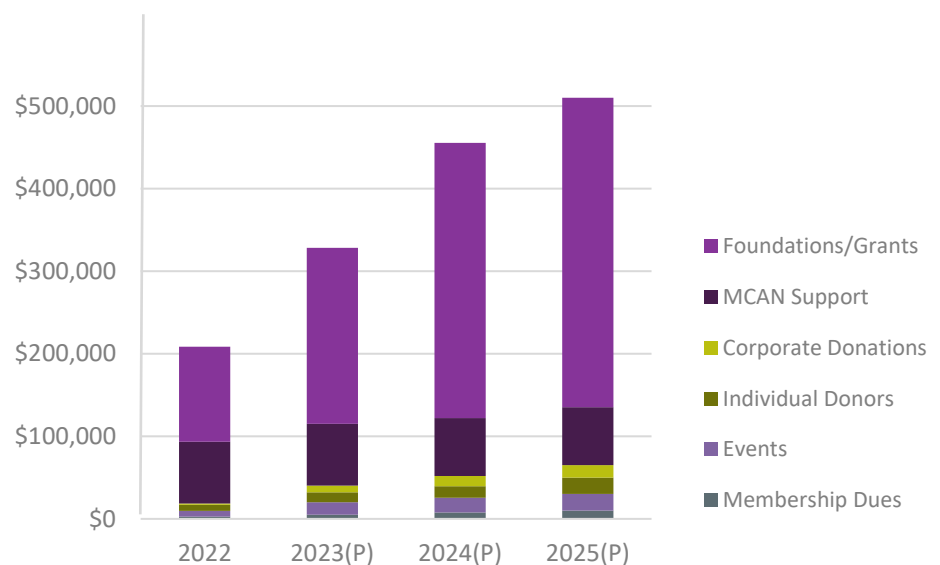
EDUCATION: UIA helped win passage of the Fair Share Amendment and leads the statewide Vocational Education Justice Coalition to change access to vocational education from points-based ranking to equitable lottery admission.

VOTER ENGAGEMENT: UIA leaders increased civic participation among underrepresented communities, canvassing 3,600 registered voters to support redistricting and win New Bedford’s first majority-minority district.

FINANCIAL SUSTAINABILITY

UIA approaches fundraising as it approaches all other aspects of its work, with its staff and its membership of community leaders at the center of decision-making. In addition to funds generated by membership dues, individual donors, and fundraising events, UIA’s mission is largely supported by several foundations. Expanding foundation support and increasing overall fundraising capacity is critical to UIA’s growth and sustainability.

Revenue by Source





Success Story: Renee Ledbetter

Our Lady of the Assumption Parish was devastated when a parishioner was shot and killed in her apartment in New Bedford. Renee Ledbetter, affected by community violence herself, wanted to do something but didn't know where to start.

With UIA training, she gained confidence to join a team of community members who shared her desire to make a difference. Together they met with families affected by violence and researched programs in other communities. She and fellow UIA members talked to city officials and led a public action of over 1,000 people to start a new program to address youth violence.

Today, the Shannon Community Safety Initiative in New Bedford serves over 300 youth each year – in school, in homes, and on the street. Renee is now the Executive Director of the program and has served as UIA Board President since 2016.

“UIA helped me to develop as a leader...It helped me to turn righteous anger into work for concrete change in a common struggle,” says Renee Ledbetter.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Below is a summary of the key measures that UIA will track to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2023	FY 2024 (P)	FY 2025 (P)
PROGRAM PERFORMANCE			
Leadership Development: Number of trainings offered for community leaders each year at the local, state, and national level.	4	7	10
Systemic Change: Accomplish at least one issue “win” each year based on community priorities and input. <i>Following are examples of issue areas for focus any given year.</i>	Equitable access to vocational education	Access to affordable housing	Participatory budgeting
ORGANIZATIONAL HEALTH/CAPACITY-BUILDING			
Number of staff of community organizers and interns to support teams/campaigns	2.5 staff 6 interns	4 staff 12 interns	6 staff 15 interns
Number of professional development for staff	3 workshops	10 workshops	12 workshops
Number of board members (outreach and fundraising)	7	8	10
Total Revenue	\$328,000	\$455,500	\$510,000

SOCIAL IMPACT

UIA’s plan is to develop 120 community leaders each year, strategizing about and moving issues, locally and statewide, with those leaders able to mobilize at least another 1,000 people. With current issue areas that include housing, education, immigration, public safety, and voter engagement, the goal is to achieve at least one concrete issue win each year and develop enough leadership capacity to sustain multiple campaigns to maximize impact. UIA’s larger vision is to change the landscape of power in these communities by having more of its leaders seated at key decision-making tables in the local community and beyond, eventually holding positions of power as decision-makers themselves.

Below is the summary of the social impact that UIA aspires to have on its core communities of Fall River and New Bedford over the next two years.

INDICATOR	CURRENT NUMBERS	2025
Trained Community Leaders	50	120
Congregational/Organization Teams	10	20
Fundraising Team Members	12	20
Clergy and Faith Leader Caucus Members	15	30
UIA Youth Chapter Leaders	2	25
UIA Community Leaders in Decision-making Roles (for example, School Committee, City Council etc.)	6	12



A Sneak Peek at our confirmed 2023-2024 Social Issue Track Partners

The track partnership model is a distinctive feature of the Social Innovator Accelerator. Track partners provide both financial support for the program and partnership in building that year's cohort for the Accelerator cohort. Track partners have a unique opportunity to learn alongside SIF staff and in partnership with social issue area experts and other funders.

Below is a sneak peek at our confirmed topic areas and our track partners for the 2023-2024 cycle.

COLLABORATIVE TRACK: Youth and Education

The collaborative track is deliberately broad and our **three funding partners** will work together and in partnership with SIF staff and four nonprofit consultants to select **three nonprofit Social Innovators** working in the area of youth and education

- *Move the World Foundation*
- *Wellington Management Foundation*
- *Jim and Lisa Valone*

PARTICIPATORY TRACK: Physical and Mental Health

Track partners will work together with four nonprofit consultants, hired by SIF from among our Alumni organizations, to devise a track topic and identify key characteristics to look for in applicants. Throughout the evaluation process, track partners will be encouraged to read applications, ask questions, and learn from and alongside the consultants. Nonprofit consultants will hold decision-making power and ultimately select one nonprofit Social Innovator.

- *James B. Boskey Memorial Foundation*

TRADITIONAL TRACKS

Climate Resiliency

- *Liberty Mutual Insurance*

Financial Resiliency

- *MassMutual Foundation*

CONTACT INFORMATION

For more information about Track Partnership, please contact Amaka Maduegbunam, Manager of Annual Giving & Development Operations at amaduegbunam@socialinnovationforum.org.

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Connect with the 2023 Social Innovators!



The 2023 Social Innovators at the Ariel Group's "Leading with Presence" workshop!



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Website www.lhiprogram.org



Instagram @lowellparks.con.trust

Twitter @lpct

Facebook @lowellparksandconservationtrust



Facebook @UnitedInterfaithAction

SOCIAL INNOVATOR PORTFOLIO

2023

chica project
GenUnity

Justice 4 Housing

The Latino Health Insurance Program (LHIP)

Lowell Parks & Conservation Trust

MissionSAFE

RIA, Inc.

United Interfaith Action of Southeastern Massachusetts (UIA)

2022

The Boston Alliance of LGBTQ+ Youth (BAGLY)

The Center for Hope and Healing

The Chinatown Community Land Trust

Lowell Community Health Center
Teen BLOCK

Mattapan Food and Fitness Coalition (MFFC)

Sisters Unchained

Transformational Prison Project
Young Man with a Plan (YMWAP)

Origination Cultural Arts Center

PAARI (Police Assisted Addiction & Recovery Initiative)

Vital Village Networks

WHALE (Waterfront Historic Area League)

2019

Beat the Streets New England

Disability Policy Consortium

Dream Out Loud Center, Inc.

English for New Bostonians

LEAP for Education

Paige Academy

The Urban Farming Institute

Y2Y Network

2018

ACT Lawrence

Community Boating Center

Fathers' UpLift

GreenRoots

HomeStart

Partners for Youth with Disabilities (PYD)

Political Asylum Immigration Representation Project (PAIR)

Strategies for Youth

2021

Breaktime

Everyday Boston

Immigrant Family Services Institute (IFSI)

The Loop Lab

Neighbor to Neighbor

Project Place

2020

The 1647, Inc.

Adaptive Sports New England

Boston HERC (Higher Education Resource Center)

Elevated Thought



2017

Boston CASA
Citizens for Juvenile Justice
Community Economic Development Center
Institute for Nonprofit Practice
Julie's Family Learning Program
Project Citizenship
Room to Grow

2016

African Community Education (ACE)
Cambodian Mutual Assistance Association
Dorchester Community Food Co-op
Hale
Louis D. Brown Peace Institute
MassCOSH
SMART Team at JRI
Women's Money Matters

2015

Catie's Closet
Company One Theatre
Courageous Parents Network
Massachusetts Public Health Association
Mystic River Watershed Association
Transformative Culture Project
Waypoint Adventure

2014

Coaching for Change
Doc Wayne Youth Services, Inc.
Mill City Grows
Silver Lining Mentoring
Veterans Legal Services

2013

AgeWell West Roxbury
City Feed and Supply
Green City Grows
GRIT
Groundwork Lawrence
Project Repat
Safe City Academy
Shelter Music Boston

2012

Cooking Matters
InnerCity Weightlifting
LGBTQIA+ Aging Project
Science Club for Girls
Tempo Young Adult Resource Center
Father's Bill & Mainspring

2011

Fiscal Health Vital Signs
Future Chefs
Massachusetts Senior Action Council
MathPOWER
Smart from the Start

2010

Literations
Massachusetts Housing & Shelter Alliance
SPOKE
My Life My Choice
Playworks New England
Project Hope

2009

Bessie Tart Wilson Initiative for Children
College Bound Dorchester
Hearth, Inc.
More Than Words
RAW Art Works
uAspire

2008

CitySprouts
Cradles to Crayons
Girls' LEAP
ReVision Urban Farm
The Theater Offensive
UTEC

2007

Boston Urban Youth Foundation
Building Impact
Actors' Shakespeare Project
Strong Women, Strong Girls

2006

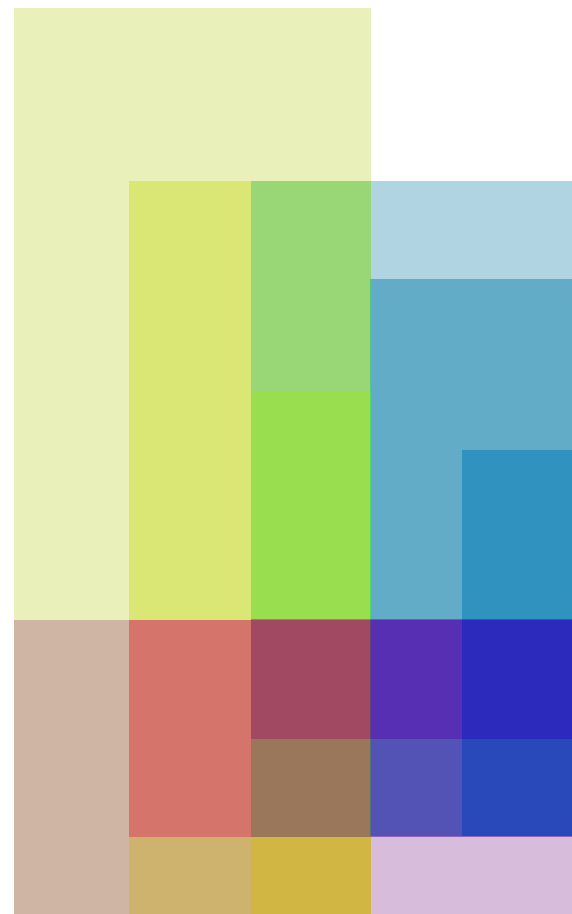
Boston Black Women's Health Institute
Roca
Treehouse Foundation
WriteBoston
Zumix, Inc.

2004

Boston Children's Chorus
Boston Health Care and Research Training Institute
Common Impact
Rediscovery House
VietAID

2003

Boston Learning Center
Madison Park Development Corporation
Eagle Eye Institute
Haley House
Social Capital Inc.
Year Up





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