

2026

Social Innovator Guide

Speak Up
and Speak Out
for Nonprofits



About The Social Innovator Fund



In March 2023, SIF launched the Social Innovator Fund to help individuals optimally move resources to the organizations in our network. An anonymous donor provided a five-year gift that ensures the fund starts with \$200K yearly and gets 100% of all donations. We aim to build the fund so that Innovators get maximized, unrestricted funding for building and expanding their work. The fund will be equally divided among our Innovators yearly, and a small amount (up to \$40K) will go to the Accelerator finalists.

100% Payout Annually

Unlike Donor Advised Funds (DAFs), with yearly annual payout variances, 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 cohort organizations and then reset for the next year's cohort.

Together, we can create lasting change right where it's needed most.

How to Make a Gift to the Social Innovator Fund

SIF will accept gifts to the 2026 Social Innovator Fund through December 31, 2026. The \$500 minimum gift requirement is waived for the evening of the Showcase.

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: **77 Franklin Street, 9th floor, Boston, MA 02110.**

Contact Information

For more information about the Social Innovator Fund, please contact SIF's Development Team at development@socialinnovationforum.org.

2026 Social Innovators

- Apprentice Learning
- Boston Lesbigay Urban Foundation (BLU)
- Center for Social & Demographic Research on Aging (CSDRA)
- Eastie Farm
- Gaining Ground
- Level Ground Mixed Martial Arts
- Merrimack Valley Project (MVP)

“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

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Letter from the Executive Director



May 14, 2026

Dear Friends and Supporters,

Thank you for joining us for our 23rd Annual Social Innovator Showcase!

Our 2026 Social Innovators are ready to speak up and speak out, sharing how their organizations are addressing some of our region's most pressing social challenges. Their work is impactful, urgent, and deeply rooted in the needs of the communities they serve.

This year's theme, **"Speak Up and Speak Out for Nonprofits,"** is a call to action, an invitation to advocate for the issues that matter most. At SIF, we are proud to play a role in amplifying the voices of nonprofit leaders who are working directly within their communities, ensuring their stories are heard and their impact is recognized.

For our donors, supporters, and community members, your role is just as important. The gift of your time, resources, and connections have helped establish a vibrant community of more than 250 engaged nonprofit organizations. Tonight, you can show your support by actively listening, engaging, and participating in thoughtful, meaningful conversations with our Innovators throughout the evening. Beyond tonight, you can donate to the Social Innovator Fund, a vehicle for supporting all seven Innovators, and providing needed unrestricted support.

The 2026 cohort represents a diverse range of issue areas, from career exploration to climate justice, reflecting the breadth and depth of the work happening across our region. Each leader will share not only their organization's story but also the stories of the individuals and communities they serve—stories of resilience, challenge, and hope.

Thank you for being here tonight, for showing up in support of these incredible nonprofits, and for your continued commitment to creating lasting social change.

With sincere gratitude,

A handwritten signature in black ink that reads "Wyona Lynch-McWhite". The signature is fluid and cursive.

Executive Director

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Social Innovation Forum thanks our event sponsors!

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Tre'Andre Valentine, Massachusetts Transgender Political Coalition

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Zhiren Ye

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.

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. 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 presentations to potential funders and supporters and build sustainable relationships. When possible, Ariel opens up extra slots in their regular training to nonprofit leaders in the SIF community.



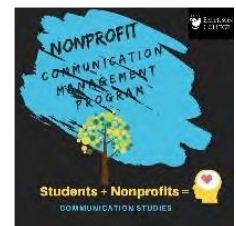
DPA Communications

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 connect with relevant media sources, creating innovative event marketing strategies, developing impactful social media campaigns, and building relationships in the public relations space.



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.



In-Kind Partners



Goodwin

Goodwin is a global law firm that has been partnering with the Social Innovation Forum since 2005 to provide pro bono legal assistance to members of SIF's nonprofit network. The types of legal assistance that Goodwin has provided in the past includes contracts, intellectual property (website terms of use and privacy policies, release forms), real estate (lease reviews), and nonprofit corporate governance (board presentations, nonprofit formations, and filing for tax exempt status).



PROMUS+ Consulting

PROMUS+ Consulting is a Boston-based development consulting firm. With 30 years of development experience, PROMUS+ applies a strategic, multi-disciplined approach to assess our clients' nonprofit development strengths and opportunities for growth. With this knowledge, PROMUS+ identifies efficient, effective, and practical solutions for Social Innovators' immediate and long-term development goals.



TypeCoach

TypeCoach delivers practical applications of personality types to drive business results, including onsite corporate training programs, consulting, executive coaching, and 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.

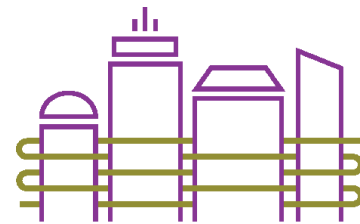


Interested in becoming an in-kind partner?

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

tinwald@socialinnovationforum.org.

Accelerator Overview



Program Overview

The Social Innovator Accelerator provides a unique opportunity for innovative nonprofits to gain visibility, expand their networks, and strengthen capacity. Each year, Social Innovation Forum uses an evaluation and selection process to identify small to midsize community-led nonprofits with budget ranges of \$100,000-\$2M that are tackling the most pressing social issues in Eastern Massachusetts. 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 nonprofit leaders, business owners, government leaders, and foundation staff. By drawing on the expertise of our community throughout the evaluation process, every year SIF selects a cohort of effective Innovators.

Social Issue Track Partners are the key funding partners throughout the duration of the 2-year Accelerator program. Track Partners play an integral role during the selection process as they help select impactful local nonprofit organizations working on key social issues to be Social Innovators. Social Issue Track Partners are asked to provide a lead gift to sponsor a Social Issue Track of the Accelerator Program. Funding a Social Issue Track has many benefits, including a range of learning and networking opportunities.

Once selected, Social Innovators receive two 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 Google slides 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 Google slides presentation and design of an operating model graphic

Public Speaking and Storytelling – Group and individual support with presentation skills and storytelling

Performance Measurement – Support with the performance metrics and goals

Relationship Building – Comprehensive, individualized advice on funding and outreach strategies, as well as promotion at SIF 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 – After completing the program, nonprofit leaders have access to ongoing capacity-building, in-kind, and networking support as part of SIF’s network

Unrestricted Funding – Access to at least \$30K of unrestricted grants

2026 Social Innovator Prospectuses



Apprentice Learning	Page 11
Access to Educational and Workforce Opportunities for Youth and Young Adults <i>Track Partner: Someone Else's Child, SIF Change Champions, and Wellington Management Foundation</i>	
Boston Lesbian Gay Urban Foundation (BLU)	Page 15
Supporting and Uplifting the LGBTQ+ Community <i>Track Partner: The Colman & Carol Levin Fund</i>	
Center for Social & Demographic Research on Aging (CSDRA)	Page 19
Engaging Older Adults: A Holistic Approach to Reducing Social Isolation <i>Track Partner: Stifler Family Foundation</i>	
Eastie Farm	Page 23
Pathways to Climate Resiliency <i>Track Partner: Liberty Mutual Insurance</i>	
Gaining Ground	Page 27
Supporting Basic Financial Needs: Housing & Food Security <i>Track Partner: MassMutual Foundation</i>	
Level Ground Mixed Martial Arts	Page 31
Access to Educational and Workforce Opportunities for Youth and Young Adults <i>Track Partner: Someone Else's Child, SIF Change Champions, and Wellington Management Foundation</i>	
Merrimack Valley Project (MVP)	Page 35
Advancing Social and Legal Supports for Immigrants, Refugees, and Asylum Seekers <i>Track Partner: Shipley Foundation</i>	

Apprentice Learning

FOUNDED: 2012

CURRENT ORGANIZATION BUDGET: \$1,800,000

CONTACT: Letta Neely, *Executive Director*

☎ 857.245.6696

✉ info@apprenticelearning.org

🌐 www.apprenticelearning.org



The work of Apprentice Learning (AL) responds to the inherent brilliance of young people. At Apprentice Learning, Boston middle grade youth are welcomed at the intersections of curiosity and possibility, creating real-world career exploration that invites them to try, stretch, and imagine beyond limited narratives.

Research shows that middle grades are when identity, self-concept, and future orientation take shape. Yet these students are often omitted from meaningful, work-based learning, which results in a consequential gap: young people at a critical developmental stage without access, networks, or the chance to see themselves reflected in the world of work.

Apprentice Learning exists to close this gap. The organization partners with a diverse array of career mentors and surfaces buried histories of brilliance to remind youth they come from lineages of *makers*, *healers*, *builders*, and *visionaries* across all fields of practice.

Apprentice Learning approach:

- Passion-driven, project-based apprenticeships
- Skill-building, communication, teamwork, problem-solving
- Identity-affirming workplaces
- Stipends to honor youth's contributions and time
- Sustained pathways for alumni beyond middle school

Two-Year Goals

- More than double middle-grade participation to 2,500
- Enhance staffing and provide robust staff training
- Refine AL's methodology, program models, and tools
- Create an AL-affiliate network
- Deepen partnerships with schools, worksites, and community organizations
- Launch *Community Electives* alumni program
- Pilot one new site beyond Boston

Investment Opportunity

Apprentice Learning seeks \$2M over 2 years to add 4 Boston schools as pilot sites, move 2 current school pilots to full partner sites, and begin offering programming beyond the City of Boston, increasing the number of 8th grade apprentices served from 400 to 800 annually. It will also expand its programming for 6th and 7th graders and launch a dedicated initiative for AL alumni, to reach an additional 1,100 young people. To support this growth, it will focus on strategic planning, curriculum refinement, hiring additional staff, training staff and mentors, and purchasing new equipment.

Ways to Invest

- \$360,000 to hire 4 FT program staff
- \$250,000 for youth stipends
- \$100,000 for IT upgrades, strategic planning, professional development
- \$95,000 to hire a FT grant writer
- \$45,000 for equipment
- \$20,000 "Future of Us" quarterly workforce convenings
- \$15,000 to launch a school pilot site
- Become a worksite partner

Apprentice Learning's Model



Career Exploration

The middle grades remain a largely unclaimed space for meaningful, life-affirming, work-based learning. Research reveals this is an age when identity, self-concept, and future orientation begin to crystallize. Yet, there are few invitations for young people to have access into the world of work at this crucial stage. As a result, middle grade youth are in what AL regards as a *'rite of passage'* period without exposure, networks, or representation that confirm they belong there, too.

Apprentice Learning has used career exploration to nurture the personhood of over 3,700 middle grade students. AL approaches work as a language—a way of seeing and trying on the world. Career exploration begins with curiosity: *What moves me?* Apprentices learn by doing, observing, and asking questions beyond the classroom. They earn stipends—because real-world work deserves real-world pay, and their time is honored.

School-Day Apprenticeships are the core model. 8th graders examine themselves, their interests, and various career fields over 6 weeks. Then spend another 6 weeks entering workplaces, guided by career mentors across 60+ partner sites—from hospitals to studios to labs.

Passion-Focused Apprenticeships bring skill-building into community spaces. Groups of five apprentices work closely with career mentors, diving into things they love and transforming passion into practice.

Career Extravaganza is a one-day event—hundreds of 6th and 7th graders engage hands-on with professionals, discovering new fields and possible future selves.

City Summer Internships offer rising 9th graders immersive entry into Boston's STEAM and other growing sectors. Young people engage in intensives, mentorships, and guided explorations of city worksites as classrooms.



Extended Connections

Apprentice Learning is deepening its commitment to the middle grades as a ‘rite of passage’ period by building a continuum from grades 6–9 and by creating intentional pathways for alumni, grounded in partnerships with organizations, guilds, businesses, and industries that allow young people to develop in their emerging passions. AL is advancing a vision of career exploration as a transformational tool for positive youth development in Boston and beyond.

Community Electives (Alumni Program): Alumni (ages 15–30) are connected with AL partners on a structured pathway providing them with access to continued learning, credentials, internships, and career opportunities aligned with their interests.

Future of Us: AL holds quarterly convenings of employers, mentors, and community members to share best practices for engaging middle-grade youth in developmentally appropriate, inclusive, and impactful workplace experiences.

Middle School Awareness & Thought Leadership: Apprentice Learning seeks to advance a national conversation on middle-grade career exploration as essential to identity, agency, and future readiness.

“It gave me a sense of what a real job would look like. I am into real estate so the fact that I got an apprenticeship in Blue Hub Capital made me realize how much I loved that field of work.”

— Maneyris Brea, AL Alum

Leadership & Governance

Led by Executive Director Letta Neely, Apprentice Learning is guided by a values-driven leadership team and a Board of Directors rooted in purpose, access, and possibility. Chaired by Brenda Kirouac, the board brings cross-sector expertise—from finance and education to mental health, workforce development, and philanthropy. The board is majority people of color (60%) with balanced gender representation (50/50). Members reflect a shared belief that early exposure, meaningful work, and trusted relationships can shift trajectories and shape futures.

Financial Stability

Apprentice Learning has experienced notable growth in recent years, reflecting both the need for middle grade programs and the trust placed in its operational integrity. It receives philanthropic support from corporations, foundations, and donors, as well as generates income through contracts, services, and events. AL’s partners are committed to providing opportunities for youth to thrive.

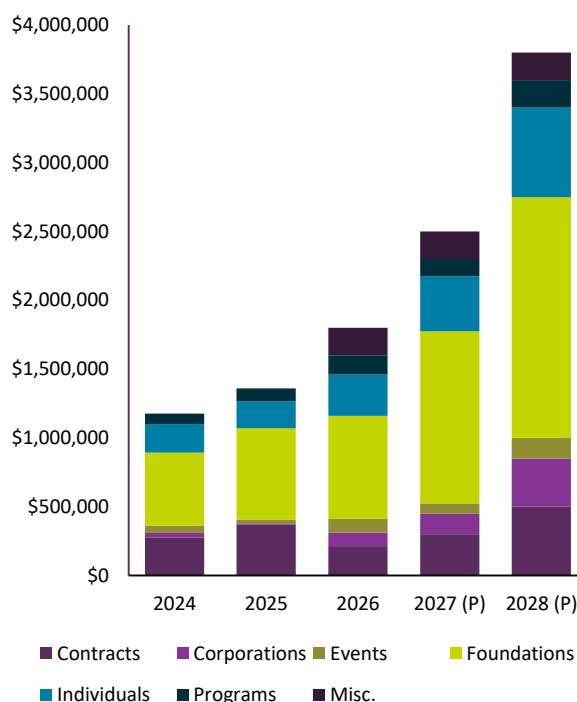
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- Office of Workforce Development, City of Boston
- Orville W. Forté Charitable Foundation
- Rodman for Kids
- Someone Else’s Child
- Timothy & Deborah Moore Charitable Foundation

KEY PARTNERS

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- Boston Public Schools
- Design Studio for Social Intervention
- Elma Lewis Center, Emerson College
- Federal Home Loan Bank of Boston
- GMO, LLC
- MA Chamber of Commerce
- NorthStar Asset Management
- The Loop Lab

Revenue by Source





Success Story

SHANTEL MERCEDES

When she was in the eighth grade at Mission Hill School, Shantel Mercedes apprenticed at a local business, JP Knit & Stitch. That experience sparked a desire for more learning and work opportunities.

With AL’s support, Shantel secured a summer internship at Brigham and Women’s Hospital through its Summer Science Academy. This was a pivotal moment, offering Shantel her first paid work opportunity and laying the foundation for a future in health equity.

She is now a first-generation college graduate, having earned a Bachelor’s in Public Health and Health Equity from Mills College and a Master’s in Public Health from Simmons University. She works full-time in the field of health equity, striving to make a lasting impact on her community.

Shantel credits Apprentice Learning with helping her build confidence, responsibility, and a sense of purpose.

Program Performance and Organizational Health

Apprentice Learning stewards its work with care and accountability—measuring what matters, questioning its practices, and responding in real time. This ensures that its programs remain rigorous, relevant, and in service to young people’s development and communal wealth.

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
Middle-grade youth served in Boston schools	1,000	2,000	3,000
Apprenticeships completed by 8th graders	331	450	500
Career Extravaganza participants (6th and 7th graders)	575	750	1000
Alumni remaining engaged with Apprentice Learning	65	100	200
Organizational Health/Capacity-Building			
Full-time staff	10	14	18
Worksite partners & career mentors	135	250	300
Training & professional development sessions for staff and career mentors	10	15	30
Total Revenue	\$1,800,000	\$2,500,000	\$3,800,000

Social Impact

Apprentice Learning measures its social impact through indicators that reflect the building of communal wealth—strengthening identity, expanding access to careers and aligned resources, and increasing pathways to future opportunity for middle-grade youth, while cultivating mentors and worksites that are better prepared to engage, support, and invest in young people.

Indicator	Current Numbers	2028
Youth reporting increased confidence	95%	97%
Youth who identify at least one career mentor	90%	95%
Youth exploring 2 or more career pathways	75%	85%
Youth reporting increased sense of belonging	92%	95%
Youth demonstrating real-world skills application	85%	95%
Youth identifying multiple trusted adults/professionals	75%	80%
Alumni engaged in self-chosen continued pathways	---	40%
Alumni making informed, aligned decisions about their futures	---	75%
Worksite partners/mentors who return or deepen engagement	70%	90%
Worksite partners/mentors reporting increased confidence in working with youth	82%	95%

Boston Lesbigay Urban Foundation (BLU)

FOUNDED: 2020

CURRENT ORGANIZATION BUDGET: \$450,000

CONTACT: Curtis Santos, *Co-Founder and Executive Director*

☎ 857-492-5360

✉ info@lesbigayurbanfoundation.org

🌐 www.lesbigayurbanfoundation.org



The Boston Lesbigay Urban Foundation (BLU) increases awareness of and provides support for Boston's Queer, Trans, Black, Indigenous, and People of Color (BIPOC) community through education and creating spaces for learning and growth, with integrity and pride.

Since its founding in 2020, BLU has become a trusted community anchor, delivering health equity and economic stability programming, as well as cultural engagement platforms, that address systemic inequities affecting LGBTQIA+ populations.

Despite progress in LGBTQIA+ rights nationally, disparities persist, especially for people of color and economically marginalized individuals. The findings from a report by The Fenway Institute in Massachusetts (Cahil, Crebase, and Knox, 2025) include:

Housing instability: LGBTQIA+ adults were more likely to rent than their straight, cisgender peers (37.8 % versus 24 %).

Food insecurity: The Greater Boston Food Bank found that 56% of LGBTQ+ households experienced food insecurity in 2023, compared with 34% of all households surveyed.

Systemic barriers to healthcare: LGBTQIA+ adults in 2020–2022 were 1.8 times more likely than straight, cisgender adults to report being unable to see a doctor in the previous year due to cost.

Two-Year Goals

- Increase the number of youth mentees from 8 to 24 to strengthen youth leadership pipelines
- Strengthen operations by establishing HR policies, payroll systems, staff/volunteer training, hire a project manager to support sustainable growth
- Increase Boston Black Pride investments by creating a year-round marketing plan, expanding advocacy platforms, and increasing guest participation
- Double partnerships from 30 to 60 to enhance program delivery and community reach

Investment Opportunity

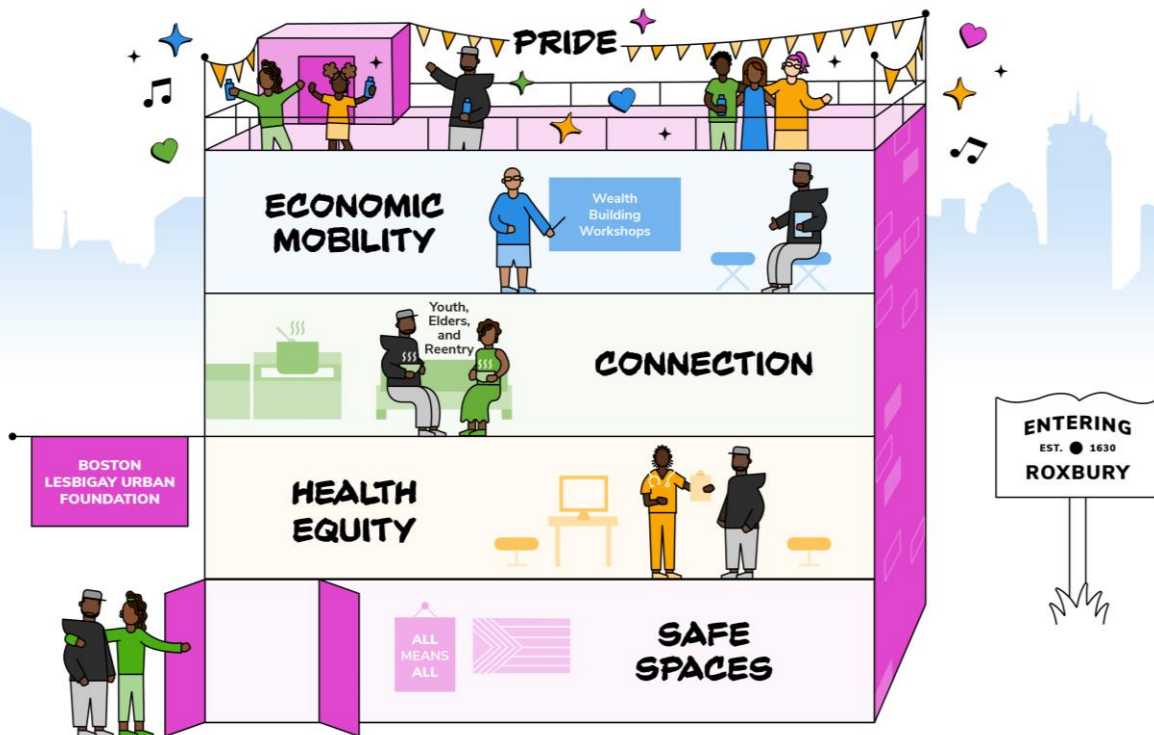
BLU has built trust and credibility and demonstrated impact at the grassroots level. The next step is scaling responsibly while maintaining the community-driven approach. A two-year, \$1.5 million investment will accelerate this transition as BLU aims to become a regional hub for LGBTQIA+ BIPOC leadership and advocacy.

Investing in BLU will support efforts to increase health equity and public health outcomes; workforce and economic development; youth leadership and civic engagement; cultural vitality; and community resilience.

Ways to Invest

- \$200K: increase capacity from 2 to 4.5 FTEs
- \$65K: annual lease for office space
- \$50K: expansion of Boston Black Pride and community-based initiatives
- IT support, computer hardware, security, and data software

Boston Lesbian Gay Urban Foundation's Model



A Community-Driven Model

Over the past six years, BLU's approach has been centered on lived experience, cultural competence, and community leadership.

CORE PROGRAM AREAS

The Mentorship Program launched 3 years ago and has served a total of 25 LGBTQIA+ youth (ages 13–25), including 8 mentees in the current cycle. The mentees are matched with identity-aligned mentors. The program includes bi-monthly events, monthly check-ins, and leadership/life skills development.

Youth Ambassadors is a school-year program serving LGBTQIA+ youth of color four days a week. The program provides training in public speaking, outreach, and civic engagement, empowering youth to lead workshops and advocate in their communities.

Digital Equity provides technology training to 70+ elders, improving digital literacy and cyber-safety. It is offered three times a week for six months, spanning summer and winter.

Hot Food/Meal Sharing provides meals to 900+ LGBTQIA+ elders and families to reduce food insecurity. The food is sourced from local supermarkets and distributed by LGBTQIA+ community volunteers. We also offer low-cost cooking classes and opportunities for volunteers to pair with a senior individual or family to share a meal and help reduce isolation.

Reentry & Economic Stability is a program that is peer-led by formerly incarcerated individuals, supporting 60 LGBTQIA+ adults and 15 youth who are returning citizens, with housing, employment, and trauma-informed reentry services.



Fostering Affirmation, Connection, and Resilience

Black Pride is an annual weeklong celebration in July, led by the BLU Foundation, that honors the joy, resilience, and culture of Black LGBTQIA+ communities. Events include panels, wellness workshops, nightlife, and family gatherings. Over the past 7 years, BLU has engaged 3,000+ individuals, families, and visitors. The celebration supports entrepreneurship and economic mobility by hiring LGBTQIA+ and BIPOC businesses. It is a powerful movement rooted in community, healing, and collective liberation.

Networking offers culturally relevant activities addressing evolving LGBTQIA+ needs, including coalition convenings, town halls, and outings. These efforts launched the Evolve Care Together Coalition with 14+ partners composed of community-based organizations, healthcare providers, and advocates that promote health equity across Greater Boston, especially for BIPOC youth and elders. Programs include safety and identity discussions, job fairs, a transgender men’s group with annual retreats, and family support spaces. These connections led to the Urban Unity Collective, a membership program that creates pathways for community connection.

BLU amplifies LGBTQIA+ voices by centering community leadership in shaping services, events, and partnerships.

“The BLU Foundation plays a critical role in Greater Boston’s diverse LGBTQIA+ community, amplifying the experiences of Queer, Trans BIPOC individuals and families and celebrating community strength.”

— Scott Knox, Executive Director, Equality Fund, The Boston Foundation

Leadership & Governance

Executive Director Curtis Santos and Deputy Director Eilakeisha Spencer co-founded the Boston Lesbian Gay Urban Foundation, and both bring professional expertise and personal connection to the work. The five-member board of directors comprises community advocates and leaders with longstanding relationships within Boston’s LGBTQIA+ communities, ensuring that strategic decisions are shaped by those closest to the issues. Curtis and the board frequently seek out and incorporate direct input from participants, creating a collaborative culture and treating service users as partners in the work.

Financial Stability

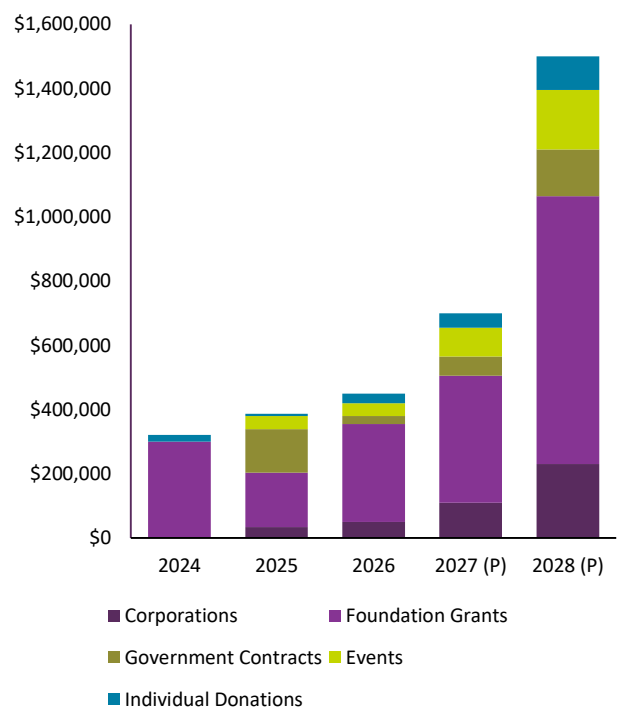
BLU became a registered 501(c)(3) organization in 2020. As a young organization with a small team, BLU has successfully cultivated funding from government contracts, foundation grants, and individual contributors. BLU is focused on diversifying and increasing its funding to grow the organization and ensure its sustainability.

KEY INVESTORS

- The Boston Foundation
- City of Boston
- Fenway Health
- Foley Hoag Foundation
- The Lenny Zakim Foundation
- MA Department of Public Health

KEY PARTNERS

- American Civil Liberties Union
- Beth Israel Lahey Health
- Center for Black Equity
- DraftKings
- GLBTQ Legal Advocates & Defenders
- Mayor’s Office of LGBTQIA2S+ Advancement





Success Story

BRIELLE GERMAN, BLU FOUNDATION MENTEE

Brielle found a new sense of belonging and joy through BLU’s mentorship program. The most powerful part of their journey has been connecting with their mentor. They do not have to pretend to be someone they’re not. They can talk openly about their identity, struggles, and growth, and are met with support and understanding. That kind of relationship has been rare for them and has improved their self-image.

Brielle says, “I’m still growing, still educating myself, and still figuring things out, but I now know that who I am is valid. I’m demisexual, I’m non-binary, and I don’t have to hide that. There’s nothing wrong with me. And thanks to BLU, I’ve found a place where I can finally start believing that.” Every young person deserves a place where they are valued. It is this kind of safety and acceptance that matters deeply to us.

Program Performance and Organizational Health

Boston Lesbian Gay Urban Foundation is committed to measured growth that is sustainable. Below are the key measures that BLU will track to demonstrate its commitment to addressing the systemic barriers faced by the LGBTQIA+ community.

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
Number of program participants	900	1,100	1,500
Number of service hours provided	7,000	8,200	9,400
Number of programs/initiatives	14	16	18
Number of active partners	30	36	42
Organizational Health/Capacity-Building			
Develop/Implement data management system	Hire	Pilot	Implement
Number of full-time and part-time staff members	1.5	2.5	3
Number of board members	5	6	7
Total Revenue	\$450,000	\$700,000	\$1,500,000

Social Impact

The challenges faced by the LGBTQIA+ BIPOC community are rooted in intersecting structural inequities involving race, gender identity, sexual orientation, economic status, and systemic discrimination. The consequences extend beyond individuals, impacting families, public health systems, workforce development, and community cohesion. BLU is building a model of collective care and resilience by tracking its impact through both qualitative outcomes and quantitative community feedback. Many participants who return to give support rather than just receive it often transition into volunteer, mentoring, or leadership roles. This is a significant indicator of success and a multiplier effect of community empowerment.

Below is a summary of the social impact BLU aspires to have on the LGBTQIA+ community and its stakeholders over the next two years.

Indicator	Current Numbers	2028
# of elders increase digital literacy	25	75
% of reentry participants receiving key benefits (shelter, employment, healthcare, & mutual aid)	25%	50%
% of youth reporting increased life skills/leadership development	50%	75%
% of participants actively engaged in psycho-social support services (mental health services, drop-in support, & cooking classes)	40%	90%

Center for Social and Demographic Research on Aging (CSDRA)

FOUNDED: 2012

CURRENT ORGANIZATION BUDGET: \$994,000

CONTACT: Caitlin Coyle, *Director*

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✉ Caitlin.Coyle@umb.edu

🌐 www.umb.edu/demographyofaging



CENTER FOR SOCIAL AND DEMOGRAPHIC
RESEARCH ON AGING

The U.S. population is aging rapidly. In fact, by 2050, the number of older adults will increase by 42%. Too often, older adults, particularly in under-resourced communities, face compounding barriers to aging well: social isolation, ageism, and a built environment that wasn't designed for them.

The Center for Social and Demographic Research on Aging (CSDRA) at UMass Boston works to advance aging equity by transferring power to the community. Its naturally occurring multigenerational team drives change through four core strategies:

- **Data & Research:** Providing analysis and data that communities can trust.
- **Lived Experience:** Professionalizing community voices through its paid Citizen Scholars program.
- **Training & Mentorship:** Mentoring the next generation of diverse leaders in aging and municipal services.
- **Convening & Planning:** Leading statewide coalitions to drive collective action and norm change.

CSDRA envisions communities where every resident can age with security, dignity, and connection.

Two-Year Goals

- Scale the Citizen Scholars program: Triple the roster of paid older adult co-researchers from 6 to 18
- Catalyze community change: Support 15 towns to enact age-friendly actions
- Expand geographic reach: Double the number of under-resourced municipalities served from 4 to 8
- Fortify organizational capacity: Grow core team from 2.0 to 5.0 FTEs

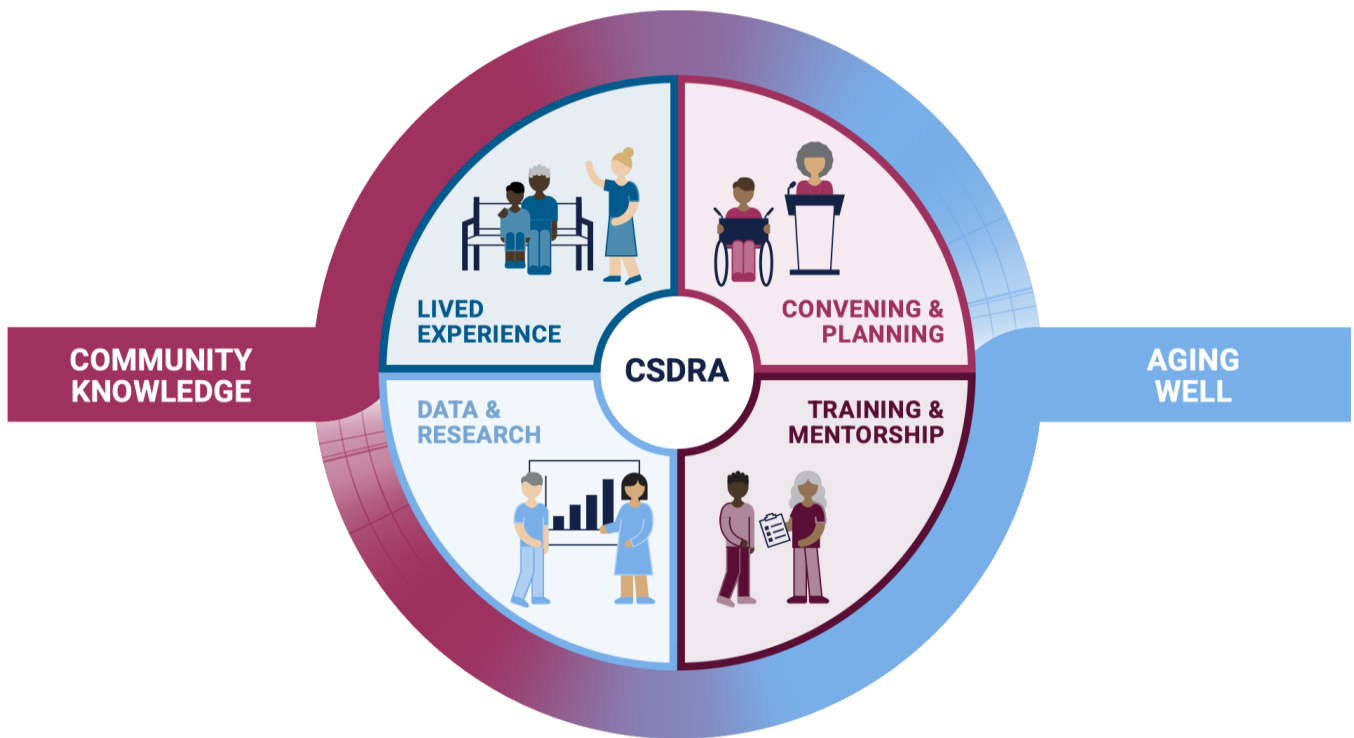
Investment Opportunity

CSDRA seeks \$1.6 million over two years to intentionally scale while building infrastructure to make the work sustainable. Funding will support three primary priorities: 1) Expand the Citizen Scholars program as a permanent research pipeline for older adults; 2) Increase access for needs assessments to more under-resourced communities across Massachusetts; and 3) Expand core organizational capacity by adding three full-time staff focused on research, implementation, and development.

Ways to Get Involved

- Ask your town if there is a healthy aging plan
- \$40,000 to sponsor a healthy aging needs assessment for a town
- \$18,000 to support one Citizen Scholar
- Host a Good Neighbor Day event in your community
- Support the Coalition to Build Communities & End Loneliness

CSDRA's Model



Supporting Age-Friendly Communities

CSDRA partners with municipalities to conduct needs assessments and evaluations, helping local leaders identify barriers to healthy aging and design solutions grounded in what residents actually say they need. This is especially critical in under-resourced communities, where older adults face systemic barriers but are least likely to be included in decision-making.

CSDRA's structured, community-led process engages residents as active co-researchers who shape questions and interpret findings. Towns gain evidence-based priorities and recommendations that translate directly into local policy and infrastructure. The results are concrete: One town expanded senior center hours, and another installed intergenerational "chat benches" to reduce isolation. By moving beyond reports to support for implementation, CSDRA ensures that research leads to permanent community transformation.

Lived Experience as Expertise

The Citizen Scholars program professionalizes lived experience by employing older adults as paid research assistants working alongside UMass students. Citizen Scholars contribute decades of cultural and community wisdom, ensuring research remains grounded in real-world context. This model shifts power from the university to the community, paying Citizen Scholars for their intellectual contributions and providing purposeful civic engagement and opportunities for social connection.



Addressing Social Isolation Through Coalition & Innovation

CSDRA co-founded the Massachusetts Coalition to Build Community & End Loneliness, a statewide network of 200+ organizations addressing social disconnection through norm change and advocacy. The Coalition hosts Good Neighbor Day, orchestrating pop-up events that bridge generational divides. Programming is culturally responsive to reach diverse populations who experience isolation differently due to language or identity.

Influencing Policy & Discourse on Aging

CSDRA leverages its academic affiliation and research to transform the cultural and legislative landscape of aging. Frequently cited in publications like *The New York Times* and *The Boston Globe*, CSDRA challenges ageist stereotypes and replaces them with narratives of community resilience. The Center also helps orchestrate an annual Lobby Day at Beacon Hill to drive data-driven legislation, like Governor Healey’s Executive Order on Instituting Age-Friendly Practices.

“Looking back, the CSDRA report was so on target. It is amazing to see the recommendations now and be able to say, ‘We made that come true!’”

— Participant in Hingham community planning project

Leadership & Governance

Dr. Caitlin Coyle has served as the Director of CSDRA since 2022. Dr. Coyle has led applied research projects on aging in more than 80 towns and played an instrumental role in age-friendly initiatives across the Commonwealth. Her work is frequently published and cited in national publications. Dr. Coyle also co-leads the Massachusetts Coalition to Build Community & End Loneliness. CSDRA employs staff and student researchers from diverse cultural and professional backgrounds. The multigenerational team also includes Citizen Scholars older adults paid as co-researchers.

Financial Stability

CSDRA benefits from the stability and infrastructure of UMass Boston, but also must raise its own operating funds through government contracts, research grants, and Councils on Aging support. At the same time, federal investment in aging research is declining sharply. Building a stronger base of private philanthropic capital is a strategic priority to seed new initiatives, reduce reliance on short-term funding, and sustain this work regardless of shifts in the policy environment.

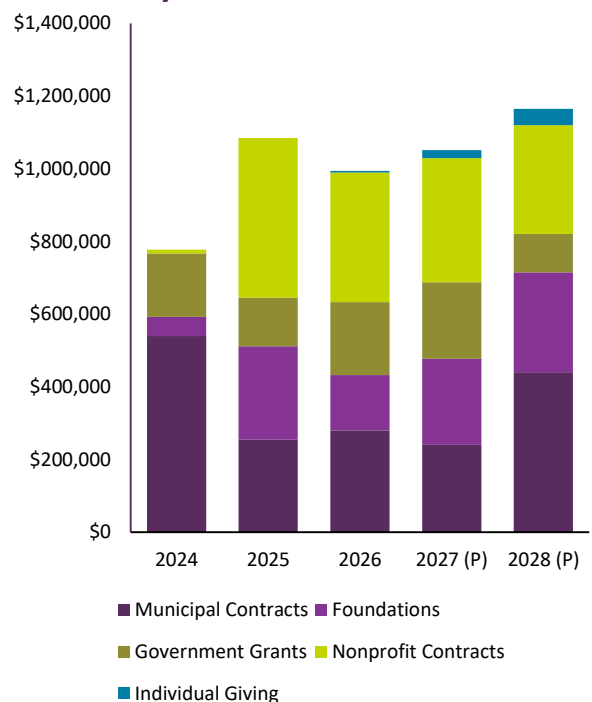
KEY INVESTORS

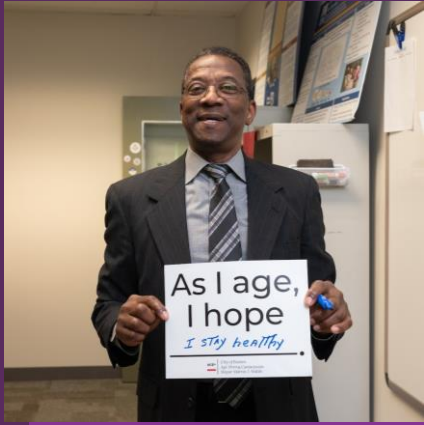
- AgeSpan
- John Hancock Foundation
- Massachusetts Department of Transportation
- Retirement Research Foundation
- Social Security Administration
- Taub Foundation
- Third Sector New England
- West Health

KEY PARTNERS

- AARP International
- City of Boston
- Massachusetts Councils on Aging
- Osher Lifelong Learning Institute
- UMass Boston

Revenue by Source





Success Story

ARNALDO SOLIS

Arnaldo Solis has spent his life helping communities find their voice. After more than 30 years leading nonprofits in behavioral health and family services, he found renewed purpose as a Citizen Scholar with UMass Boston’s Center for Social and Demographic Research on Aging. In this role, Solis makes sure research stays grounded in lived experience. “I’m a strong believer that the community needs to be involved,” he says.

Working 10 hours a week alongside students, Solis helps design recruitment strategies, interpret data through a cultural lens, and amplify older adults’ perspectives for community planning. He has become a trusted bridge between academia and the communities CSDRA serves, receiving research training and a stable income along the way. Now, Solis serves as a mentor to others seeking civic engagement later in life, proof that purposeful engagement can spark new leadership and belonging at any age.

Program Performance and Organizational Health

The table below outlines CSDRA’s performance measures and organizational metrics, capturing both program outcomes and the internal capacity required to sustain and strengthen the work over time.

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
Number of Citizen Scholars (paid older adults)	6	12	18
Percent of towns served that re-engage with CSDRA	10%	15%	20%
Organizational Health/Capacity-Building			
Full-time employees	2	3	5
Percent of total revenue from private/philanthropic sources	30%	35%	40%
Revenue from individual giving	\$5,000	\$22,000	\$45,000
Total Revenue	\$994,000	\$1,050,000	\$1,165,000

Social Impact

CSDRA’s community-engaged approach advances equity by centering voices most often excluded from traditional research, ensuring that innovations reach the full diversity of older adults across Massachusetts. Academic expertise meets real-world implementation: evidence becomes policy, data becomes decisions, and research becomes change.

The multigenerational model trains future practitioners while producing solutions grounded in lived experience. And through the Coalition to Build Community & End Loneliness, CSDRA builds the statewide capacity to create communities where every resident can age with dignity, connection, and choice.

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

Indicator	Current Numbers	2028
Municipal transformations (towns that have taken action as a result of community-engaged research w/CSDRA)	9	15
Current and past student research assistants working in aging/policy fields	50%	75%
Equity reach (partnerships in under-resourced communities)	4	8
National thought leadership (publications, presentations)	5	15

Eastie Farm

FOUNDED: 2016

CURRENT ORGANIZATION BUDGET: \$2M

CONTACT: Kannan Thiruvengadam, *Co-Founder and Executive Director*

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Eastie Farm (EF) took root in 2015 when neighbors transformed an overgrown, long-abandoned lot on Sumner Street in East Boston into a thriving space to reimagine urban land use through growing food, building relationships, sharing skills, and celebrating cultures.

East Boston is a vibrant, majority-immigrant, coastal Environmental Justice community of 60,000 residents on the frontlines of climate change. With only one grocery store and disproportionate exposure to air and noise pollution, residents face both chronic and acute health challenges, made evident by the tremendous toll of the COVID pandemic.

EF, incorporated as a 501(c)(3) in 2016, has grown into a model for nourishing people and the planet. Building on East Boston's rich history of community advocacy, EF models ground-up climate resilience with the region's first zero emissions greenhouse, an all-access produce share system that supports regional farmers, and an earn-to-learn green jobs program.

Two-Year Goals

- CSA subscriptions: 400 to 1,000
- Staff: 7 to 13 FTE's
- Number of youth engaged/year: 500 to 1,000
- Capital campaign to design and build a Community Climate Resilience Hub
- Triple pounds of produce distributed: 88,000 to 220,000
- Double number of community-based events
- Increase the number of youth trained in green jobs from 10 to 25

Investment Opportunity

Eastie Farm is seeking an investment of \$5.5 million over the next two years to amplify its impact by expanding the number of income-generating CSA shares from 400 to 1,000, increasing the number of youth engaged in hands-on education from 500 to 1,000, and deepening its impact in the community by launching a capital campaign to build a Community Climate Resilience Hub. This will be achieved by investing in staff, expanding the Living Lands and Student Stewards programs, and deepening EF's partnerships with the city and state to ensure that the community benefits from government programs like composting, community choice electricity, and energy audits.

Ways to Invest

- \$100,000: Program manager yearly salary
- \$75,000: Refrigerated EV truck
- \$20,000: Climate Corps yearly stipend
- \$1,200: One family's annual Community Supported Agriculture (CSA) share
- \$500: Neighborhood tour setting the cultural, historic, and climate context of Eastie Farm's work

Eastie Farm's Model



Grow food. Build community. Preserve life.

COMMUNITY: In a climate-destabilized world where natural disasters are happening more frequently, neighbors need to rely on each other. EF builds space and programming intentionally so neighbors can build trust.

FARMING/Living Lands: EF believes land use should be community-centered and climate-positive. The Living Lands program demonstrates this by creating interactive physical spaces across East Boston that boast a **zero-emissions greenhouse** (using renewable energy), landscapes rich in native and perennial plants, stormwater management, groundwater recharge, and coastal resilience measures. As the bedrock of all EF programming, the sites and their design leads to engagement with thousands of community members each year.

FOOD/Produce for the People: EF's regional, equitable, regenerative food system lets consumers appreciate the humans who grow their food. Small farmers of the region offer nutritional diversity and ecological support yet have no market in the city. Those in urban communities

like East Boston face food insecurity and the stigma around receiving aid. Fresh, local produce is a luxury. Good neighbors with disposable income don't have ways to support their food insecure neighbors. EF addresses all these issues together via its integrated CSA (Community Supported Agriculture) offering, which aggregates produce from over **50 small New England farmers** and offers weekly subscriptions to people of all economic abilities, redirecting dollars into the local economy and reducing food miles/carbon emissions.



EDUCATION/Student Stewards: Creating and safeguarding a thriving environment is long-haul work, which is why EF engages youth from elementary school through young adulthood, supporting them in positively impacting the lives of their own neighbors while acquiring green job skills. The **earn-to-learn Climate Corps fellowship** is a flagship feature of Student Stewards. Youth are financially incentivized to learn a wide variety of green job skills ranging from green infrastructure to coastal resilience, all while making tangible positive differences in their own community by mitigating flooding, making fresh produce available to those in need, and helping people learn what climate solutions are possible now such as EF’s own zero emissions greenhouse. EF consistently receives 10 times the applications for positions available.



“Eastie Farm models community-powered climate work in action. Their nature-based programs help reduce food insecurity, expand economic opportunities, and create more sustainable, equitable food systems.”

— Lee Pelton, *President, The Boston Foundation*

Leadership & Governance

Eastie Farm’s Co-Founder and Executive Director Kannan Thiruvengadam, comes from a multigenerational farming family in India. He is a dedicated climate and community activist, long-term East Boston resident, practical visionary, and advocate for permaculture design. Authentic representation and power-sharing is critical to EF’s mission. The seven-member board of directors, a majority of whom are **local neighborhood residents**, are committed land stewards actively caring for the people of Eastie.

Financial Stability

Eastie Farm is committed to long-term sustainability. Since its founding, foundations and government have been its unequivocal supporters, representing 75% of the overall budget. Since 2022, Eastie Farm has been increasing its earned income through the sliding scale and profitable CSA shares, educational tours, plant/seedling sales, space rentals, and sustainability workshop facilitation. EF is deepening its **financial resilience** by increasing earned income as well as expanding its individual gifts program.

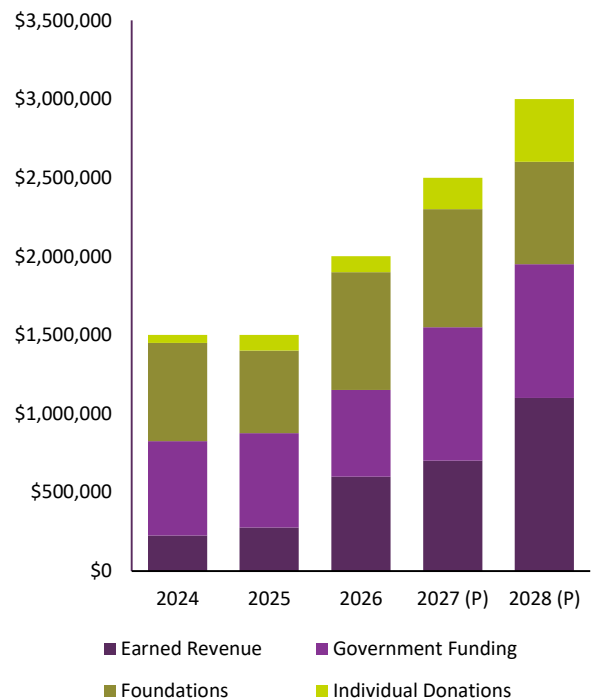
KEY INVESTORS

- The Boston Foundation
- East Boston Foundation
- Liberty Mutual Foundation
- MA Clean Energy Center
- MA Dept. of Agricultural Resources
- MA Executive Office of Energy and Environmental Affairs
- Mass General Brigham
- National Science Foundation
- USDA

KEY PARTNERS

- Boston Medical Center
- Boston Public Schools
- City of Boston
- East Boston Senior Center
- The Emerald Tutu
- Mayor’s Office of Housing/GrowBoston
- MIT’s Urban Risk Lab
- Office of Food Justice
- Patagonia
- Tree Eastie
- YMCA of Greater Boston

Revenue by Source





Success Story

JOSE MANUEL ZAPATA

Jose Manuel Zapata was born in Barbosa, Colombia and moved to East Boston with his parents when he was 17. Given his lack of English skills, jobs were further limited. In March 2024, Jose saw a flier in Spanish looking for applicants for Eastie Farm’s 6-month Climate Corps program, which trains youth for green jobs. Jose applied, was accepted, and learned about climate action at the community level. He is now a full-time employee at Eastie Farm in the Living Lands Program.

“I wanted to join the program because it was interesting, different, and it paid. I’ve stayed as an employee because of the community, the staff, and my commitment to climate action. I grow leafy greens and mushrooms in repurposed shipping containers. I manage the ins and outs of hydroponic systems. And I’m now fluent in English. I have a whole new career path in front of me that I never knew existed.

EF has invested in me and I am not alone. EF opens up new worlds for other people like me through the Climate Corps program.”

Program Performance and Organizational Health

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

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
Pounds of produce distributed	88,000	130,000	220,000
# of youth trained in green jobs	10	15	25
# of community events held/ # of people who attend	14 events 630 people	20 events 750 People	30 Events 950 People
Volunteer hours	4,500	6,000	7,000
Organizational Health/Capacity-Building			
Full-time staff members	7	10	13
Board members	7	8	9
Developing systems for financial diversification	Developing	Implementing	Evaluating
Total Revenue	\$2,000,000	\$2,500,000	\$3,000,000

Social Impact

Eastie Farm (EF) envisions a world where local community members work passionately, creatively, and closely with all residents to ensure they have access to locally grown and nutritious food and are actively involved in creating a regenerative and equitable food system, to encourage environmental stewardship to sustain a healthy planet, and to promote economic stability and development through job creation in the green economy. Below is a summary of the social impact that Eastie Farm aspires to have in the next two years.

Indicator	2026	2027 (P)	2028 (P)
Estimated carbon emissions reduction through clean energy sources, green electricity and carbon sequestration (planting trees and growing perennials).	55 metric tons (equivalent of 55 acres of forests per year)	75 metric tons (equivalent of 75 acres of forests per year)	115 metric tons (equivalent of 115 acres of forests per year)
Number of CSA’s available on a sliding scale	400	600	1,000
Amount of money moved into the local food system & community attributable to EF. Includes wages for jobs created through Climate Corps and produce bought from 50 local farms.	\$700,000	\$850,000	\$1,000,000

Gaining Ground

FOUNDED: 1990

CURRENT ORGANIZATION BUDGET: \$1,425,000

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🌐 www.gainingground.org



More people than ever in Massachusetts say they do not have enough food to eat, according to the latest *MA Food Access Report* from the Greater Boston Food Bank and Mass General Brigham. 40% of survey respondents said they are food insecure — that is twice as many people as in 2019. The rise in food insecurity comes as the cost-of-living increases and the federal government makes cuts that affect benefits, such as food stamps.

Gaining Ground (GG), a nonprofit organic farm in Concord, MA, directly addresses this crisis by donating 100% of the produce it grows to a network of nonprofit partners in 41 cities and towns across Eastern Massachusetts including Boston, Chelsea, and Lowell. In 36 years, GG has never sold a single fruit or vegetable. Some of the partner organizations use the produce to make healthy and delicious meals for their clients. Others distribute the produce they receive from GG directly to families living in their community.

Gaining Ground is committed to modeling a different kind of food system using regenerative and climate friendly practices, including no-till farming. In 2025, GG donated over 500,000 servings of healthy, delicious, culturally responsive food to underserved communities.

Two-Year Goals

- Donate 200K more servings of organic produce to underserved communities across Greater Boston
- Increase the number of people served from 10K to 13K
- Build the Farmers Apprentice Program
- Expand impact by increasing the number of servings of food donated in the winter months

Investment Opportunity

Gaining Ground seeks a \$3,650,000 investment over two years to reduce food insecurity in under-resourced communities. To achieve this, GG will expand its winter growing program to increase produce distribution to partners during colder months, expand farming operations to additional growing fields, and scale its farming education program to train more farmers in community-centered, climate-friendly agriculture.

Ways to Invest

- \$100,000: Expand footprint of farming operations
- \$75,000: Hire an additional year-round farmer
- \$25,000: Support winter growing
- \$10,000: Farmer apprentice training

Gaining Ground's Model



Rooted In Concord

When Gaining Ground started growing vegetables in Concord 36 years ago, it was run entirely by volunteers.

In order to meet the growing demand, GG made the strategic decision to professionalize its farming operations.

GG now employs 5 year-round farmers and 5 seasonal farmers and apprentices. Gaining Ground is committed to elevating the farming profession. Food security depends on skilled farmers, yet Massachusetts agricultural workers are excluded from basic wage protections and often earn far below the cost of living. Many people are shocked to learn that agricultural employees in MA are only guaranteed a minimum wage of \$8/hour, compared to the \$15/hour guaranteed to most other workers. Gaining Ground is committed to paying industry-leading wages to its farmers. By investing in fair compensation and professionalizing farm work, GG supports a sustainable agricultural workforce essential to addressing long-term food insecurity.

As a responsible steward of the land, Gaining Ground uses regenerative no-till farming practices and annually documents its management and land improvements for the Natural Resources Commission. Conventional farming often depletes soil, relies on chemicals, and undermines long-term productivity. GG's no-till, biodiversity-rich practices restore soil health, improve resilience to climate variability, and ensure consistent harvests in both wet and dry years. This approach sustains the land for future generations while feeding more neighbors today.



Building Relationships

Rather than creating its own food distribution sites, GG currently works with eighteen partners including Bedford Community Table and Food Pantry, Bridge Boston Charter School, and Eastie Farm.* These organizations know their communities best and help shape GG crop plans, ensuring cultural relevance and responsiveness to need. GG also creates opportunities for their partners to visit or volunteer at the farm, offering transportation subsidies to reduce barriers to access. This collaborative model strengthens relationships and amplifies collective impact.

Currently, there is a waiting list of 20 organizations which would like to partner with Gaining Ground. Additionally, many of GG’s current partners would like to receive more servings of produce.

GG also hosts approximately 3,500 volunteers every year who work and learn alongside our farm team. Volunteers of all ages and abilities learn about the importance of climate-friendly, local agriculture, while also learning about the pervasiveness of food insecurity in Eastern MA.

*Additional 15 partners are listed to the right

“Our guests can truly taste the difference—there’s nothing quite like the freshness of just-harvested ingredients, and it shows in every bite.”

— Inna Khitrick, Executive Chef, Women’s Lunch Place

Leadership & Governance

Since 2020, Jennifer Johnson has served as Gaining Ground’s Executive Director; she is passionate about equitable access to healthy food and the healing power of nature. Jennifer leads a talented year-round staff of eight which grows to thirteen during the high season. Under Jennifer’s leadership, Gaining Ground’s budget tripled from \$500,000 to \$1,600,000 and increased both the number of program partners and servings of produce donated.

Gaining Ground’s Board of Directors is currently composed of 13 individuals who are all dedicated to the mission of the organization. Many of the board members started as volunteers on the farm. The board is currently engaged in a strategic planning process and is looking forward to increasing Gaining Ground’s impact.

Financial Stability

Gaining Ground is grateful to the individuals, foundations and corporations that support them financially so that they can continue to donate 100% of the produce they grow.

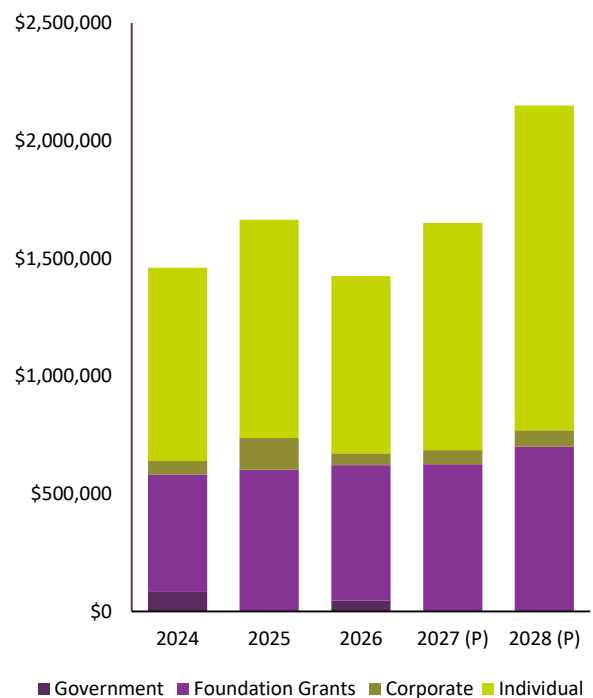
KEY INVESTORS

- Adobe Foundation
- The Boston Foundation
- The Cabot Family Charitable Trust
- Community Foundation for MetroWest
- Concord Carlisle Foundation
- Cummings Foundation
- Greater Lowell Community Foundation
- The Ludcke Foundation
- The Sudbury Foundation
- Theodore Edson Parker Foundation

KEY PARTNERS

- Community Teamwork
- Daniel’s Table
- East Boston Community Soup Kitchen
- Harvard Square Churches Meal Program
- Healthy Waltham
- House of Hope Lowell
- La Colaborativa
- Loaves & Fishes Food Pantry
- Lowell Transitional Living Center
- Open Table
- Sudbury Community Food Pantry
- UTEC
- Westford Council on Aging
- Women’s Lunch Place

Revenue by Source





Success Story

JUAN CAMILO SAAVEDRA, LA COLABORATIVA, DIRECTOR OF FOOD AND NUTRITION

Juan Camilo Saavedra works closely with Gaining Ground to bring fresh produce to the immigrant communities that La Colaborativa serves in Greater Boston.

"For low-income communities who are struggling to put food on the table, having vegetables and fruits—especially now, with the prices and the tariffs—is becoming a luxury."

Without access to fresh produce, families turn to ultra-processed options that harm their health. Food insecurity, he adds, "forces people to make decisions between putting food on the table or paying for rent or medicine or education."

What Juan Camilo values most is Gaining Ground's responsiveness. "It goes to show how they are able to adapt and make their partners really feel heard and understood"—a quality reflected in Gaining Ground's commitment to growing culturally relevant crops like cilantro, chilis, jalapeños, and squash, drawing families to La Colaborativa from as far as New Hampshire.

Program Performance and Organizational Health

Gaining Ground is committed to measured growth that is sustainable. Below are the key measures that GG will track to demonstrate its commitment to addressing food insecurity locally and investing in sustainable agricultural practices.

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
Servings of produce donated	650,000	700,000	850,000
People served	10,000	11,000	13,000
Farmer apprentices	3	5	7
Total acres of farmable land	6	8	10
Organizational Health/Capacity-Building			
Staff: Full-time year-round	8	11	13
Board members	13	15	17
Total Revenue	\$1,425,000	\$1,650,000	\$2,150,000

Social Impact

In addition to donating 100% of produce to under-resourced communities, GG is committed to educating the larger community on local food insecurity and sustainable organic farming practices. GG does this through its volunteer program where community members work side by side with its professional farming staff to plant, weed, harvest, and deliver food. In 2025, Gaining Ground hosted 3,825 volunteers from 89 cities and towns. They also invited community partners to the farm in order to build community and connection.

Indicator	Current Numbers	2028
% of partners who report that GG is meeting their fresh produce needs	33%	50%
% of partners who receive produce in the winter	50%	85%
% of volunteers who report they are more informed on local hunger	61%	80%
% of volunteers who report they are sharing what they learned about food insecurity and local agriculture	66%	85%

Level Ground Mixed Martial Arts

FOUNDED: 2013

CURRENT ORGANIZATION BUDGET: \$1,138,000

CONTACT: Alexandra Mercer, *Founder and Executive Director*

☎ 617.514.3753

✉ ali@levelgroundmma.org

🌐 www.levelgroundmma.org



Based in Dorchester, Level Ground (LG) is the only nonprofit in New England—and one of the few in the world—that leverages mixed martial arts as a catalyst for youth development, community transformation, and economic mobility. Through transformative athletic, academic, and employment opportunities, LG serves over 1,200 under-resourced, BIPOC youth in Boston annually. By providing professional instruction in mixed martial arts, Brazilian Jiu-Jitsu, and Muay Thai, LG empowers its youth to build confidence and community while building a career. While gym memberships in Boston often exceed \$3,000 per year, LG keeps classes at its 6,400-square-foot center free for children and teenagers and affordable for adults, ensuring that price and proximity never hinder personal growth.

In addition to athletics, Level Ground provides academic support, workforce development training, and mentorship to Boston youth. LG youth experience a disproportionately high level of poverty and crime and live in neighborhoods that experience a greater prevalence of obesity. LG strives to meet the needs of its youth in an authentic way through academic tutoring and support with college applications, training as certified personal trainers and managers at the LG gym, nutrition workshops, one-on-one mentorship, and more.

Ultimately, LG's innovative model leads to increased academic achievement, long-term career potential, and improved health and wellbeing for youth facing barriers to success.

Two-Year Goals

- Increase annual Student Trainer enrollment from 50 to 60
- Develop a new pilot program (FitPro Fellowship) for young adults ages 19–24
- Empower Student Trainers to grow LG's satellite martial arts sites from 4 to 12
- Launch a preparatory program for children (ages 10-13)

Investment Opportunity

Level Ground is at a critical inflection point in its growth and development and well-positioned to maximize the impact of major philanthropic investments. Specifically, LG is seeking \$1,200,000 over the next two years to achieve its two-year goals. With additional support, LG can scale its impact to serve 2,200+ youth and young adults annually by 2028, equipping them with the skills, support, confidence, and experience they need to reach their full potential.

Ways to Invest

- \$129,500 for Student Trainer wages, matched by public funding
- \$73,000 for FitPro Fellowship Program Manager
- \$39,000 to scale school-year Student Trainer program by 20%
- \$10,000 to help launch 5 new satellite sites

Ways to Get Involved

- Hire LG students as personal trainers
- Host a corporate self-defense workshop or a tour of your company's office
- Join the board

Level Ground's Model



Student Trainer Program

The flagship Student Trainer (ST) Program offers a year-round, paid professional pathway for high schoolers. Participants earn industry-recognized personal training certifications while receiving intensive academic tutoring and trauma-informed mentorship. By integrating youth into gym operations and satellite site leadership, LG ensures students gain real-world administrative and instructional experience. This “Mat-to-Career Pipeline” successfully bridges the gap between education and employment and equips youth with the agency and transferable skills necessary to pursue meaningful careers and post-secondary success. The program integrates three core components:

Workforce Development

Student Trainers gain hands-on experience in operations, marketing, client relations, and financial management while serving as gym managers and launching their own personal training businesses.

Academic Enrichment

80 hours of summer academics (business, ELA, and math) in partnership with Boston Public Schools, reinforced by tutoring, grade monitoring, and college support.

Healthy Living

Daily martial arts training, social-emotional learning, and nutrition education.

Programming is delivered Monday-Friday for 20 hours/week.

In year 2, youth serve as teaching assistants and satellite site leaders, instruct classes for children and adults, provide personal training services, and at program completion transition to college, post-secondary pathways, internships, or meaningful employment.



Expanding the Pipeline: Apprenticeship Program & FitPro Fellowship

To strengthen and extend its impact, LG is expanding its mat-to-career model both earlier and later along the continuum to reach children and young adults.

Student Trainer Apprenticeship Program (Ages 10–13)

In partnership with BPS' 5th Quarter of Learning program, this initiative supports middle school youth who show interest in the Student Trainer pathway, but need stronger academic foundations and leadership readiness.

Participants receive structured academic instruction, executive functioning development, mentorship, and athletics programming to build the skills necessary for long-term success in high school and entry into the ST Program.

FitPro Fellowship (Ages 19–24)

The FitPro Fellowship is a 12-month, paid workforce development pathway for opportunity youth disconnected from education and employment. Participants complete a 3-month Bootcamp (earning industry-recognized certifications and training as instructors and gym managers), followed by a 9-month internship (30 hours/week) leading satellite programs, instructing classes, and managing operations.

Together, these expansions create a comprehensive pipeline—from early academic preparation to sustainable employment in the fitness and wellness industry.

“Before Level Ground, I had no inspiration for what I wanted to do with my life. Now, I have a sense of purpose and confidence that I never had before.”

— Jonathan Wilson, *Level Ground Alum*

Leadership & Governance

Level Ground is led by Founder & Executive Director, Alexandra Mercer (MBA). Recognized as one of the Boston Celtics' "Heroes Among Us" in 2022, Ali has 14 years of nonprofit leadership experience and 20 years of martial arts experience. Program Director, Ricardo Moreno (Teach For America; M.Ed., M.S., Tufts), oversees curriculum, instructor development, and evaluation. Michael Rodriguez, former UFC athlete and Dorchester native, leads athletic programs and trains Student Trainers. A ten-member board provides strong governance across finance, HR, strategy, and community engagement.

Financial Stability

Level Ground leverages earned income from its MMA studio to mitigate back-end costs so that grants can more directly fund youth services. With 89% of expenses program related, the organization operates with exceptional efficiency, stretching every donated dollar toward coaching, academics, and workforce pathways rather than overhead. In the coming years, LG will continue diversifying its revenue mix and scaling major donor funding.

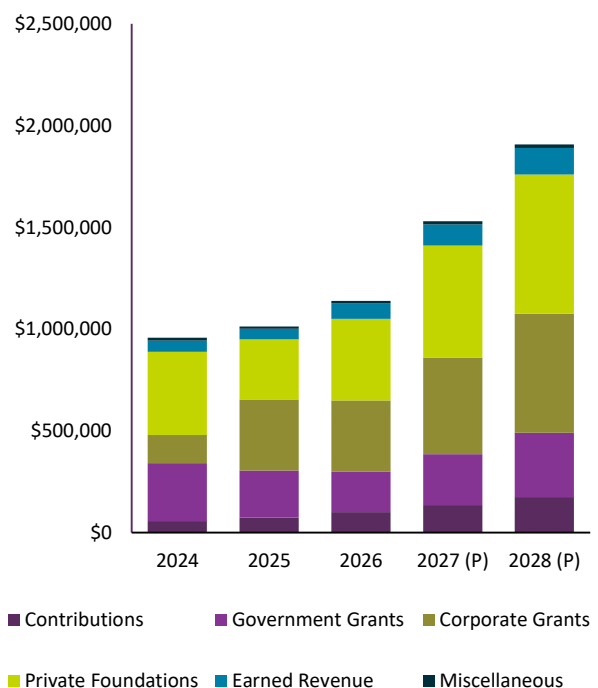
KEY INVESTORS

- Anna B. Stearns Foundation
- Boston After School & Beyond
- Department of Youth Engagement and Employment
- The Executive Office of Economic Development
- Liberty Mutual Foundation
- Mabel Louise Riley Foundation
- State Street Foundation
- Wellington Management Foundation
- Youth Development Fund

KEY PARTNERS

- All Dorchester Sports League
- The American Academy of Personal Training
- Boston Asian YES
- Boston Centers for Youth and Families
- Boston Public Schools
- Revamp Training
- UFC GYM

Revenue by Source





Success Story

JONATHAN

A Student Trainer for 2 years, Jonathan learned strategies for client acquisition, scheduling, and financial management through LG business courses, complementing the hands-on experience he was gaining through daily operations at Level Ground. He progressed through both Martial Arts Instructor Training and earned his Personal Training certification. For the last year, Jonathan has been training his own clients.

Upon graduating from high school, Jonathan took on a summer internship with Boston Centers for Youth and Families, where he led personal training sessions and martial arts classes for their youth. Jonathan began a private-sector internship last Fall with Revamp Training while teaching three satellite classes with nonprofit partners including All Dorchester Sports League and BCYF, and leading evening sessions at Level Ground. In January 2026, Jonathan began a second private-sector internship with the UFC GYM, where he is leading their children’s martial arts program and supporting instruction for adult classes. Most recently, Jonathan has launched Level Ground children’s Kickboxing programming.

Program Performance and Organizational Health

Over the next two years, Level Ground will scale youth programs, expand leadership pathways, strengthen staffing and governance, and grow revenue to ensure sustainable impact and organizational resilience.

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
Total individuals served across all programs	1,500	1,850	2,200
Number of Student Trainers (ages 14-18)	50	55	60
Number of children in Apprenticeship Program (ages 10-13)	50	80	100
Number of FitPro Fellows (ages 19-24)	n/a	12	20
Number of weekly satellite sites run by Student Trainers & FitPro Fellows	4	7	12
Organizational Health/Capacity-Building			
Number of full-time staff members	5.5	7	9
Number of board members	10	12	14
Total Revenue	\$1,138,000	\$1,530,000	\$1,908,000

Social Impact

Over the next two years, Level Ground will expand a seamless pipeline from the Apprenticeship Program to the Student Trainer Program and FitPro Fellowship—broadening access to academic, leadership, and workforce development from children to teens and young adults. LG will promote healthy living by training youth in martial arts and fitness and equipping them to lead classes and wellness initiatives at its gym and satellite sites across Boston. Its impact will be measured by successful transitions into college, attainment of industry-recognized credentials, paid internships, and permanent employment in the fitness industry.

Indicator	Current Numbers	2028
% Student Trainers wishing to pursue a career as a fitness professional who obtain their Personal Training certification by program completion	100%	100%
% of youth on the gym management track who transition to management positions at the LG gym and/or internship partners, or launch their own personal training businesses	85%	95%
% of qualified Student Trainers placed in an internship	90%	95%
% of college-bound seniors who transition to a 2 or 4-year program	100%	100%
% of Student Trainers who do not want to attend college and transition to meaningful employment, an internship with an LG partner, and/or alternative post-secondary opportunities aligned with their career interests	90%	95%
% of children who complete the ST Apprenticeship Program and transition into the Student Trainer Program	N/A	75%
% of FitPro Fellows who complete the program and transition into permanent employment in the fitness industry	N/A	90%

Merrimack Valley Project (MVP)

FOUNDED: 1989

CURRENT ORGANIZATION BUDGET: \$500,000

CONTACT: Julio Mejía, *Executive Director*

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✉️ jmejia@merrimackvalleyproject.org

🌐 www.merrimackvalleyproject.org



Merrimack Valley Project

For 35+ years, Merrimack Valley Project (MVP) has organized working-class and immigrant communities to build collective power and shape the policies and systems that govern life across the Merrimack Valley.

Rooted in Lawrence, Lowell, and Haverhill, MVP works regionally with neighboring cities and towns. It brings together 40+ congregations, labor unions, and neighborhood organizations and engages thousands of resident leaders across race, age, language, and faith. Across the region, those most affected by decisions about housing, schools, and neighborhoods are excluded from where those decisions are made. MVP exists to change that.

Each year, through leadership development, MVP trains 200+ grassroots leaders and supports 8+ active community teams that conduct thousands of one-on-one conversations that drive campaigns advancing housing justice, immigrant justice, healthcare access and community well-being, civic engagement, and youth leadership.

Rather than providing direct services, MVP builds durable organizing infrastructure that has secured local and state policy wins—from advancing immigrant driver’s license legislation to modernizing affordable housing policy—while expanding civic participation. Affiliation with the Massachusetts Communities Action Network (MCAN) and Faith in Action strengthens MVP’s work through training, partnerships, and organizing infrastructure.

Two-Year Goals

- **Build Community Power**
Increase leadership training from 200 to 400 grassroots leaders annually and grow active congregational, labor, and community teams from 8 to 12
- **Expand Regional Infrastructure**
Launch three permanent organizing hubs in Lawrence, Lowell, and Haverhill
- **Strengthen Organizational Capacity**
Grow staff from 2.5 to 5.5 FTE and double community-wide leadership trainings for staff and leaders

Investment Opportunity

MVP is scaling at a moment of urgent need and proven momentum. MVP seeks an investment of \$1.1 million to accelerate leadership training, solidify regional organizing infrastructure, and strengthen campaigns advancing housing stability, immigrant protections, healthcare access, economic justice, and civic empowerment. Additionally, this investment will strengthen community-led systems change across the Merrimack Valley.

Ways to Invest

- **\$260K:** Support four staff to recruit, train, and organize **150+ community leaders** and sustain MVP’s regional organizing infrastructure
- **\$150K:** Launch the **Rising Youth** organizing program, training and supporting high school and college-aged leaders
- **\$50K:** Expand local and regional leadership training, national organizing cohorts, and board and staff development
- **In-kind support:** Provide expertise in fundraising, board development, communications, interpretation services, or provide meeting space for trainings and community events

Merrimack Valley Project's Model



Building Community Power Through Organizing

Merrimack Valley Project advances justice through an inclusive grassroots organizing model that translates community leadership into systems-level change. The model integrates relationship-building, leadership development, resident-led initiatives, and collective action to drive durable outcomes across issue areas.

The work begins with deep listening and base-building. MVP organizers and core leaders conduct thousands of one-on-one conversations each year within congregations, labor unions, and neighborhood organizations to pinpoint shared concerns and identify emerging leaders. Through this process—led by organizers and strengthened through peer relationships—cross-racial, intergenerational teams are formed to anchor MVP's regional work.

MVP develops community leaders through a structured cycle of trainings, organizing meetings, and public action. Workshops are offered regularly—typically monthly, sometimes twice a month—building skills in power analysis, facilitation, public narrative, and campaign strategy.

Through this process, renters, workers, immigrants, youth, and faith leaders step into visible roles, set priorities, guide campaigns, and mobilize thousands of residents each year.

MVP's organizing model follows a cycle of listening, training, research, action, and evaluation. Past and current initiatives include:

Immigrant Justice: Multilingual Know Your Rights and Family Preparedness trainings; rapid response with the Merrimack Valley Interfaith Sanctuary Network; support for families impacted by deportation; and immigrant-led advocacy for rental assistance, tenant protections, and statewide policy change.



Housing Justice: Resident-led campaigns advancing rent stabilization, tenant protections, inclusionary zoning, and affordable housing policies, including leadership in the statewide Keep Massachusetts Home coalition that mobilized 124,000+ petition signatures toward a 2026 ballot initiative.

Healthcare Access & Community Well-Being: Community organizing to protect access to care and advance health equity, including campaigns that prevented the closure of two Holy Family Hospital campuses and safeguarded 1,600+ healthcare jobs.

Voter Engagement: Year-round, nonpartisan, multilingual voter outreach and leadership development reaching 5,000+ voters in low-turnout communities through canvassing, phone banking, and civic education.

In 2026, MVP will launch the Rising Youth organizing program, a new leadership development program for young people in Lawrence and Lowell. The program will equip participants with skills in community organizing and civic engagement.

Together, these efforts prioritize leadership enabling MVP to mobilize quickly, negotiate effectively, and advance long-term change across the Merrimack Valley.

“MVP is home for Latinx leaders like me. We face many issues impacting our neighborhoods, but here we find the resilience to stand up and win together.”

— Fermin, MVP Immigration Team Leader

Leadership & Governance

Merrimack Valley Project is led by Executive Director Julio Mejía, whose path from youth organizer to executive leadership reflects MVP’s core belief that those closest to injustice should shape the solutions. Julio began organizing as a young leader in the Merrimack Valley and has grown alongside MVP, bringing deep community trust, strategic clarity, and lived experience to the role. As a grassroots community group, MVP is supported by a seven-member Board of Directors drawn from congregations, labor, and community organizations across the region, providing governance, accountability, and stewardship aligned with MVP’s mission and values.

Financial Stability

MVP has doubled its operating budget over the past two years and is implementing a diversified resource development strategy. Foundation grants remain the primary revenue source, complemented by individual giving, special events, and emerging corporate partnerships. Financial sustainability is strengthened through deep partnerships that align resources with organizing capacity and long-term movement infrastructure.

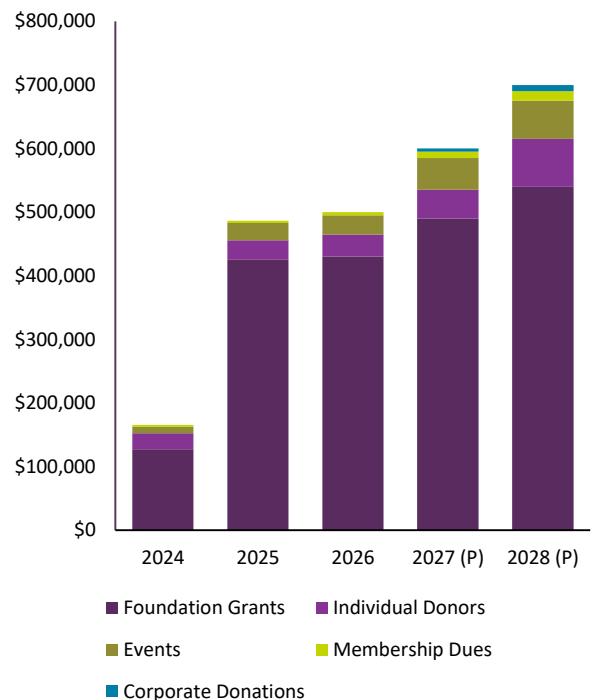
KEY INVESTORS

- Bay State Progress
- The Boston Foundation
- Episcopal City Mission
- Essex County Community Foundation
- Hyams Foundation
- Point32 Health Foundation
- Theodore Edson Parker Foundation

KEY PARTNERS

- Delivering on Equity Collective
- Faith in Action Network
- Homes for All Massachusetts
- LUCE Immigrant Justice Network of MA
- Massachusetts Communities Action Network
- Massachusetts Voter Table
- Resource Organizing Project
- UTEC

Revenue by Source





Success Story

PROTECTING ACCESS TO HEALTHCARE

In 2024, MVP played a central role in preventing the closure of two Holy Family Hospital campuses in Haverhill and Methuen—facilities serving thousands of working-class and immigrant families. Through coordinated organizing with faith leaders, union members, and residents, MVP mobilized public actions, engaged elected officials, and elevated community voices demanding continued access to care. The campaign helped protect more than **1,600 healthcare jobs** and preserved essential hospital services in a region already facing health disparities. The effort demonstrated the power of organized communities to safeguard critical institutions and advance health equity through collective action.

Program Performance and Organizational Health

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

	FY 2026	FY 2027 (P)	FY 2028 (P)
Program Performance			
# of trainings offered	15	20	30
# of community leaders trained	200	300	400
# of voters contacted	7,000	9,000	12,000
# of public events/actions	10	15	20
# of institutional (labor, congregations, etc.) members to expand reach	35	40	50
Organizational Health/Capacity-Building			
Full- and part-time staff	2.5	4	5.5
Board members	7	9	11
Launch the Regional Advisory Team (# of members engaged)	n/a	7	10
Total Revenue	\$500,000	\$600,000	\$700,000

Social Impact

MVP is building durable civic and political power in three gateway cities where immigrant and working-class residents have long been excluded from decision-making. By developing local leaders, advancing equitable housing and healthcare access outcomes, and strengthening civic participation, MVP is helping communities influence public systems, protect essential institutions, and shape a more just Merrimack Valley. Below is a summary of the social impact that MVP aims to have over the next two years.

Indicator	Current Numbers	2028
# of congregational/organization teams leading campaigns	8	12
# of active leaders leading on teams or campaigns	65	125
# of relationship conversations to deepen engagement and action	500	2,000
# of youth leaders who complete training and engage in community campaigns	0	40



*We are deeply grateful to Fredia for her more than **10 years** of dedicated service to SIF, beginning as a volunteer executive coach and growing into a trusted lead coach supporting both Innovators and fellow coaches. Her wisdom, patience, humor, and deep understanding have strengthened leaders, built effective teams, and helped create more resilient organizations across our community. As she begins her well-earned retirement, we thank her for her extraordinary contributions. We will miss her greatly, and look forward to staying connected as a valued friend of SIF.*



Fredia Woolf
SIF Lead Executive Coach



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INNOVATORS

2026

Apprentice Learning
Boston Lesbian Gay Urban Foundation (BLU)
Center for Social & Demographic Research on Aging (CSDRA)
Eastie Farm
Gaining Ground
Level Ground Mixed Martial Arts
Merrimack Valley Project (MVP)

2025

Brighter Boston
La Vida Scholars
Lynn Museum & Arts Center
Mujeres Unidas Avanzando (MUA)
Tree Boston
Vital Connections (CxNs)
Waltham Partnership for Youth

2024

BeatThe Odds (BTO)
Boston Food Forest Coalition
Family Independence, Inc.
Just a Start Financial Empowerment Collaborative
Kids in Tech, Inc.
Latinx Community Center for Empowerment (LCCE)
Massachusetts Women of Color Network (MAWOCN)
Top Notch Scholars

2023

chicaproject
GenUnity
Justice 4 Housing
The Latino Health Insurance Program (LHIP)
Lowell Parks & Conservation Trust
MissionSAFE
RIA, Inc.
United Interfaith Action of Massachusetts (UIA)

2022

Boston Alliance of LGBTQ+ Youth (BAGLY)
The Center for Hope and Healing
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)

2021

Breaktime
Everyday Boston
Immigrant Family Services Institute (IFSI)
The Loop Lab
Neighbor to Neighbor
Project Place's Comprehensive Reentry Program

2020

The 1647, Inc.
Adaptive Sports New England
Boston HERC (Higher Education Resource Center)
Elevated Thought
OrigiNation Cultural Arts Center
PAARI (Police Assisted Addiction & Recovery Initiative)
Vital Village Networks
WHALE (Waterfront Historic Area League)

2019

Beat the Streets New England (formerly Boston Youth Wrestling)
Disability Policy Consortium
Dream Out Loud Center, Inc.
English for New Bostonians
LEAP for Education
Paige Academy
Urban Farming Institute
Y2Y Network

2018

ACT Lawrence
Community Boating Center
Fathers' UpLift
GreenRoots
Partners for Youth with Disabilities (PYD)
Political Asylum/Immigration Representation (PAIR) Project
The Renew Collaborative, a program of HomeStart
Strategies for Youth



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 Education
 Louis D. Brown Peace Institute
 MassCOSH
 SMART Team at JRI
 Women's Money Matters
 (formerly Budget Buddies)

2015

Catie's Closet
 Company One Theatre
 Courageous Parents Network
 Massachusetts Public Health Alliance (formerly
 Massachusetts Public Health Association)
 Mystic River Watershed Association
 Transformative Culture Project (formerly Press
 Pass TV)
 Waypoint Adventure

2014

Coaching4Change
 Doc Wayne
 Mill City Grows
 Silver Lining Mentoring (formerly Adoption &
 Foster Care Mentoring)
 Veterans Legal Services

2013

AgeWell West Roxbury
 GRLZ Radio
 Safe City Academy
 Groundwork Lawrence
 Shelter Music Boston

2012

Cooking Matters Massachusetts
 InnerCity Weightlifting
 LGBTQIA+ Aging Project
 Science Club for Girls
 Tempo Young Adult Resource Center
 WorkExpress, a program of Father Bill's &
 MainSpring

2011

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

2010

Literations (formerly Generations Incorporated)
 Home & Healthy for Good, a program of MA Housing &
 Shelter Alliance
 SPOKE (formerly Medicine Wheel Productions)
 My Life My Choice
 Playworks New England
 Project HOPE Boston

2009

Bessie Tarrt Wilson Initiative for Children
 Hearth, Inc.
 Maritime Apprentice Program, a former program of the
 Hull Lifesaving Museum
 More Than Words
 Raw Art Works
 uAspire (formerly ACCESS)

2008

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

2007

Building Impact
 Incarcerated Youth at Play, a former program of Actors'
 Shakespeare Project
 Strong Women, Strong Girls
 The TRUST Project (formerly Boston Urban Youth
 Foundation)

2006

Boston Black Women's Health Institute
 Tacos Unidos, a former program of Roca
 Treehouse Foundation
 WordPowered (formerly WriteBoston)
 Zumix, Inc.

2004

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

2003

Boston Learning Center
 ACT Roxbury, a former program of Madison Park
 Development Corporation
 Eagle Eye Institute
 Haley House
 Social Capital Inc.
 Year Up





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