

# Annual Report 2018



**TSNE**  **MissionWorks**

Partners in social change

# About Us

## OUR MISSION

TSNE MissionWorks provides information and services to build the knowledge, power, and effectiveness of individuals, organizations, and groups that engage people in community and public life. The ultimate intention of our work is to create a more just and democratic society.



Panelists discussed how millennials of color are impacted by findings in our report *Wage Equity Matters*, Page 13.

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**TSNE** partnered with

more  
than

**600**

social change nonprofits  
this year.

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We build the organizational capacity of nonprofits through an effective mix of management and consulting services, training programs, and community building investments.



## Consulting

We design engagements that assist organizations in strengthening their mission and impact.



## Executive Transitions

We support boards to manage the transition process and find their next leader.



## Fiscal Sponsorship

We manage finances and provide operational support for nonprofits across the country.



## Professional Learning and Training

We provide knowledge, skills, and best practices for nonprofit professionals.



## Nonprofit Space

We operate office and event spaces that bring organizations together to learn and collaborate.



## Social Impact Investing

We invest in the nonprofit sector to foster more access, equity, inclusion, and collaboration.



## Publications and Research

We keep our pulse on trends to discover new ways to strengthen the nonprofits we serve.

## A Moment of Excellence

By Tammy Dowley-Blackman, Board President



Tammy Dowley-Blackman kicks off the annual gathering of fiscally sponsored organizations, Page 9.

**This has been a momentous year for TSNE MissionWorks.** We began fiscal year 2018 with a new chief executive officer, Elaine Ng. After an extensive and thorough national search conducted by BoardWalk Consulting, the board of directors was delighted to appoint a capable and dynamic executive officer from right here in our hometown of Boston. Elaine brings a wealth of experience, insights, and creative energy to the organization, and we are very pleased to welcome her aboard. She assumes leadership of the organization from the talented Jonathan Spack who retired after 34 years at the helm, and left the organization with a solid financial and programmatic foundation for TSNE MissionWorks to build on.

Executive transitions can be a challenge to navigate for any organization, especially after a longtime leader has departed. I feel incredibly proud of the thoughtfulness, intentionality, and hard work that the board and staff put into making this transition a success. The board further stepped up in its role and provided guidance and leadership throughout the process; the staff gave their full participation and trusted in the board to make a decision in the best interests of the entire organization; and everyone contributed immensely to envisioning new possibilities for TSNE MissionWorks under new leadership.

The process was truly a moment of excellence for our organization. As we know from our experience supporting countless nonprofits through transitions, doing this work well takes time and patience, but when done right, the results are worth it. Today, as I look to the future, I know that our leadership and staff are in the best position possible to continue to make a positive impact on the people we serve. In the next year, we will head into planning and exploring more opportunities to collaborate with our colleagues in the nonprofit sector to support excellence in all of our work.

# Deepening Our Commitment to Equity

By Elaine Ng, Chief Executive Officer

**It is my honor and privilege to write this inaugural letter to our community.**

As part of the leadership team at TSNE MissionWorks, I am excited to continue the important work of supporting nonprofits that are advancing opportunities for our communities. As a former client of TSNE MissionWorks, I can attest to the impact and value of the thoughtful expert support that we provide for community-based nonprofits. Now, I am honored to be in the position of leading TSNE MissionWorks' continuing evolution and deepening our commitment to excellence and equity.

As I think about our next phase of growth, I can't help but reflect on the current societal and political environment, and the significant challenges that nonprofits are facing as they work with our communities and our people to ensure fair and equitable access to opportunity. This moment, in particular, requires that we all remain vigilant and proactive so that we do not lose ground on advances we have made toward equity and justice.

TSNE MissionWorks has a unique opportunity to strengthen our support of the nonprofits fighting for equity in our communities every day. In this annual report, we highlight a few of these organizations. We also discuss the strides TSNE MissionWorks has made around diversity and equity as well as our efforts to bring excellence to every aspect of our work. I look forward to strengthening these commitments. And as we continue to evolve our services, I welcome your partnership as we embark on our next phase.



Elaine Ng was appointed Chief Executive Officer in May 2018.

## A Partner in Social Change



Trina Jackson facilitates training on inclusion and equity, Page 11.

**At TSNE MissionWorks, we partner with hundreds of mission-based nonprofits every year.** The services, supports, and resources we offer are designed to meet the needs of our clients and advance excellence in the nonprofit sector. We learn from each organization we engage with and share our knowledge and experience. Our partners are working every day to strengthen communities and improve the lives of the people they serve, which is why we feel a special responsibility to bring excellence to every aspect of what we do. We work with organizations from a variety of fields and with a range of sizes and capacities. This provides us with a unique lens into the needs and challenges nonprofits face across the sector and enables us to adapt our services to more effectively help our clients achieve their missions and reach their goals.



**70%** of the organizations we serve have budgets under **\$5 million**; **40%** are under **\$1 million**.

# The NonProfit Center

In 2004, TSNE MissionWorks opened the NonProfit Center in downtown Boston. The 110,000 square foot building includes offices, shared spaces, and event facilities for area nonprofits. Since then, the building has become a hub of nonprofit activity in the city. Whether we are hosting a training, convening thought leaders to discuss important issues, or holding workshops that encourage civic participation and dialogue, the NonProfit Center has welcomed thousands of organizations into our facilities to encourage positive social change. This year alone, more than 240 organizations gathered in our meeting spaces to make connections, learn, and collaborate.

In its 15 years in operation, the NonProfit Center has provided affordable, well-maintained and professionally managed spaces for our clients. As rents have continued to climb for many organizations, we remain committed to renting spaces at below-market rates which over the years has generated more than \$7 million in savings for nonprofits in our community.



Project Citizenship hosts a workshop encouraging eligible residents to apply for citizenship.

## *Building Positive Environmental Practices*

The NonProfit Center is a LEED-certified facility with the highest standards not only for the people who visit here, but also for the preservation of the planet. Whenever possible, we use environmentally preferred systems and materials in our facilities. In keeping with this commitment, we have:

- Conducted energy audits for the last five years.
- Upgraded to high-efficiency heating, ventilating, and air conditioning systems.
- Installed LED lights in offices and all common areas.
- Utilized furniture, carpet, linoleum flooring, ceiling tiles and grids, gypsum wall board, and other materials that contain a high percentage of recycled content.
- Diverted 68% of building waste through composting, recycling, and e-waste recycling.

## Consulting and Executive Transitions

**TSNE MissionWorks' consulting services focus on building the organizational capacity and adaptiveness of nonprofits so they can more effectively meet their mission.** Many of our clients engage with us as they begin to think differently about their current leadership, operations, and structures. We work with nonprofits to develop new processes or engage in new ways of working that add to nonprofits' understanding of how to advance their organizations. In each service area, we approach the organization as a whole system and provide an integrated mix of services and resources for organizations to work more effectively across functions.

TSNE MissionWorks' highly skilled and experienced consultants, interim executives, and executive coaches add vital supports that strengthen the resilience of these organizations and the sector.

### Consulting Engagements in Fiscal Year 2018





## Spotlight

Sue Chandler, Executive Director, DOVE (DOmestic Violence Ended)

“*Working with survivors of domestic violence, we think a lot about issues of power and control. We support a framework that helps people recognize that there is more power ‘with’ people than in power ‘over’ people and how we can use that power — as individuals and as employees at DOVE — to make things better in the world.*”

DOVE (DOmestic Violence Ended), Inc. provides crisis intervention, legal services, community education, and other supports to survivors of domestic violence. Since their founding in 1978, DOVE has developed from a crisis hotline to a multi-service organization providing comprehensive direct services and support for victims. Over the past year, TSNE MissionWorks has engaged with DOVE and its executive director, Sue Chandler, to develop a compensation and staffing structure, building the capacity of the organization for further expansion.

“*We were at a point when we were beginning to receive a long overdue investment in our services from government funding sources, and we needed to think about how the organization was structured so we could grow and serve more people.*”

TSNE MissionWorks engaged DOVE’s staff and leadership in a process to think more holistically about how to manage and compensate employees. The process included an examination of their human resources systems in broader perspective that aligned with their organization’s mission and values.

“*When we first engaged in the process I had a more black-and-white perspective. TSNE MissionWorks’ approach made me think more intentionally about structuring the organization to build more leadership capacity and opportunities for all staff, in addition to freeing up my time so I could turn my attention to more critical external tasks.*”

TSNE MissionWorks provided guidance on creating new structures and developing tools for teams to help staff build leadership skills and experiences.

“*We now have a more inclusive leadership structure, staff have opportunities to grow and develop, and I have increased confidence and trust in others’ abilities to lead the administrative, development, and programmatic functions of the organization. It is a relief to have such excellent skill and leadership at all levels throughout the organization.*”

*We support domestic violence survivors to achieve safety and stability and to believe in their own agency. I believe that should be the same with our employees as well. Overall, it has been a great partnership with TSNE MissionWorks, and I am excited to see how things continue to develop and unfold.*



## Fiscal Sponsorship

**TSNE MissionWorks partners with organizations across the country as a fiscal sponsor to support their operational needs and build their capacities.** Too often we hear that administrative and management issues overburden already lean nonprofits and pull resources away from their program-related work. For nearly 60 years, TSNE MissionWorks has offered fiscal sponsorship as a solution, supporting organizations and building their administrative infrastructure. We provide an operational platform that assists nonprofits in managing finances, business administration, and human resources efficiently so they can focus on serving their constituents and mission-related work.



## Spotlight

### Campaign for a Commercial-Free Childhood



“*When you are trying to stop marketing to children and advocating against companies who have budgets thousands of times larger than yours, you don't have a minute to waste on payroll issues or human resources.*”

Josh Golin is the executive director of Campaign for a Commercial-Free Childhood (CCFC). Founded in 2000, CCFC has built a powerful movement to end the exploitive practice of marketing to children, and to promote a childhood shaped by what's best for kids, not corporate profits.

Nearly a decade ago, CCFC partnered with TSNE MissionWorks as a fiscally sponsored project. Through fiscal sponsorship, CCFC has access to a shared services platform staffed by an experienced team of finance and human resources professionals who provide grants and finance management, back-office administration, and operational support to the organization. With TSNE MissionWorks' help, Golin and CCFC can spend more time doing what they do best: protecting children. In the past year alone, CCFC has taken on corporate giants Facebook, Google, and Mattel in nationwide campaigns to prevent the data mining of minors.

“*We are a staff of only five people. Our supporters who know us through our advocacy work are always shocked to find that out. Our ability to be an effective advocate for children at this scale is due, in part, to the additional support services we get through fiscal sponsorship.*”

In addition to shared, back-office services, CCFC operates under TSNE MissionWorks' 501(c)3 and has access to professional development training and other nonprofit management resources.

“*TSNE MissionWorks is a leader in this field and their staff are continually advocating for fiscal sponsorship to be recognized as a valuable service, and in many ways, a more viable, alternative corporate structure for organizations like CCFC.*”

## Training and Professional Learning

**Strengthening staff skills in areas from management to fundraising and communications is essential in many organizations.** Nonprofits often struggle to find affordable and impactful professional development opportunities that will bolster staff and organizational effectiveness. TSNE MissionWorks' training programs are developed by and for nonprofit professionals to create a learning environment that facilitates professional growth and organizational success.

### Better Nonprofit Management Training Series

Each training in our series is designed to help nonprofit professionals gain new knowledge and skills. Participants in the series had overwhelmingly positive experiences:

**95%** Found trainers were effective in communicating content clearly

**94%** Experienced an engaging learning environment

**92%** Identified training content as valuable and relevant to their work

**91%** Increased their confidence in understanding the subject matter

“  
*I wish all supervisors would take this training! It was invaluable. In addition to sharing the resources and best practices with my colleagues, I've also shared it with family members and friends.* — Participant, Effective Supervision Training

### Investing in New Learning Experiences

**At TSNE MissionWorks, we are always searching for new opportunities to advance the effectiveness of our work.** Over the years, we have piloted new programs and services that facilitate improved learning experiences and offer new approaches to leading and managing nonprofits.

#### *What's Next: Leading a Thriving Transition*

As the field of executive transition evolves, TSNE MissionWorks continues to be a leader and innovator. Our cohort-based program to support departing leaders and their organizations is adapted from years of research and experience in guiding executive transitions. TSNE MissionWorks developed *What's Next*, a leadership transition program to support retiring baby-boomer executive directors in navigating a complex set of personal and organizational

challenges as they prepare for their departures. Over four years and 11 cohorts, TSNE MissionWorks provided 200 leaders with the planning tools they need to ensure a graceful transition for themselves and their organizations. The program expanded to California in 2017 with the generous support of The Durfee Foundation, Walter and Elise Haas Fund, William and Flora Hewlett Foundation, and the David and Lucile Packard Foundation.

## Spotlight

Margie Martinez, Chief Executive Officer, Community Health Alliance of Pasadena

For four decades, Margie Martinez has been an advocate for low-income residents of Southern California. She has worked in a variety of community-based organizations that promote health care access and workforce development. Twenty years ago, Margie was selected to lead the Community Health Alliance of Pasadena (ChapCare). During her tenure, she has overseen ChapCare's growth to an independent nonprofit health center network with eight sites in the San Gabriel Valley. In 2017, Margie participated in the *What's Next* program as she considered her options for her retirement.

“

*After my sabbatical, I wanted to stay motivated to continue exploring the next stages of my life and my work. The program offered me protected time outside of the agency to think about my future.*

*What's Next* is designed with two, two-day retreats for founders and long-term leaders ready to retire. The program emphasizes that getting their organizations ready is a key component to successful transition.

“

*The program got me out of the mindset that my leaving would upset the apple cart. Once the agency is sustainable, once that is secured, I would have a much easier time because I am ready and my agency is ready.*

Margie thinks this type of transition planning should be the ongoing work of the board and staff as well.

“

*I realized the key is not just keeping your succession plan on file. You really need to live and breathe this and have it not be such a critical, tension-filled decision. I can talk my board into that now. I can convince them that succession work is not because I'm going to leave tomorrow or in three years, this is to ensure whoever steps up to the plate is able to sustain our mission.*

*People ask me all the time, 'When are you going to retire?' My answer, now, is a little different than others. People talk about retiring on a certain date. My response is that I am going to retire when I have done what I need to do to get the agency ready, and that I prepared myself for an encore career so that I can transition to it with joy.*



# Publications and Reports



Owen Berson, author of *Wage Equity Matters*, gives an overview of the report.

**For the past several years, TSNE MissionWorks has illuminated key trends in leadership, compensation, staff development, and other areas that inform the advancement of management practices in the nonprofit sector.**

We recently published *Wage Equity Matters*, which is a closer look at data on wage equity and racial and gender demographics in the nonprofit sector workforce.

Compiled from survey data from more than 340 nonprofit organizations in Southern New England, the report points out that the nonprofit sector does not always adequately support employees by paying living wages. The report found that 44 percent of the region's nonprofit workers make less than \$31,000, which could make them eligible for some public benefits in Connecticut, Massachusetts, and Rhode Island. While many nonprofits have missions related to alleviating poverty and promoting well-being, nonprofit employees often struggle to make ends meet with low salaries and a high cost of living. The report acknowledges that most nonprofits are resource constrained, trying to tackle some of our society's most difficult problems with limited funding. Still, with careful analysis and creative problem solving, organizations can improve equity and move closer to paying a livable wage. The report outlines several strategies for nonprofits to consider that will advance wage equity in the nonprofit sector. The full report and companion nonprofit salary data are available on the TSNE MissionWorks website ([www.tsne.org](http://www.tsne.org)).

# Social Impact Investing



The Inclusion Initiative grantee network.

In addition to the investments TSNE MissionWorks makes in developing excellent services, we also have a two-decade history of social impact investing. TSNE

MissionWorks supported the work of hundreds of organizations to activate ideas that are shaping the future of our communities, the country, and the nonprofit sector. In the past two decades, we have invested more than \$12 million in this work by providing grants for network building and

community organizing that support racial and economic justice, and subsidized office and meeting space rentals in downtown Boston where nonprofits can work and collaborate. As TSNE MissionWorks looks to our next round of investments, we will take what we've learned from our past to develop even more impactful strategies for tomorrow.

**Direct Support:  
Funding and Grants**  
\$5 million

**Subsidies: Office Rentals  
and Work Space**  
\$7 million

## Diversity, Inclusion, and Equity at TSNE MissionWorks

As TSNE MissionWorks evolves, we continue to strengthen our commitment to diversity, inclusion, and equity. We actively recruit a diverse pool of candidates for open positions with an emphasis on maintaining a board and senior management that is racially and ethnically diverse. We are committed to including the voices of people at all levels of the organization and our clients in our decision making. We intentionally facilitate and design organizational policies, processes, and structures that allow people access to opportunities for growth and success.

Women in leadership positions **60%**

Senior management is **50%** people of color

Board of directors is majority female and **60%** people of color



Members of the Board of Directors attend a welcome event for our new CEO.

## Senior Management Team

Luke Alonso, *Director, Data and Business Intelligence*

Andrew Cox-Stavros, *Chief Financial Officer*

Elaine Ng, *Chief Executive Officer*

Nwando Obele, *Director, Learning and Evaluation*

Luzdy Rivera, *Director, Human Resources*

John Smith, *Director, Programs*

Sandy St. Louis, *Director, Communications*

## Board of Directors

### Officers

**Tammy Dowley-Blackman, *President***  
*Principal*  
tdb group

**Miki Akimoto, *Vice President***  
*Managing Director, Senior Philanthropic Strategist*  
Bank of America

**Marcos Lucio Popovich, *Clerk***  
*Program Officer*  
Nellie Mae Education Foundation

**Gerardo Espinoza, *Treasurer***  
*Executive Director*  
LEAF: Local Enterprise Assistance Fund

### Directors

**Angela Brown**  
*Vice President for Policy and Program*  
CFLeads

**Rahn Dorsey**

**Nancy B. Gardiner**  
*Director, Family Office and Philanthropy Services*  
Hemenway & Barnes LLP

**Charlayne Murrell-Smith**  
*Vice President of External Relations*  
Boston Children's Museum

**Marjorie Ringrose**  
*Senior Program Officer*  
Richard and Susan Smith Family Foundation

**Cheryl Schaffer**  
*Director of Finance and Administration*  
Union of Concerned Scientists

**Jaye Y. Smith**  
*Chief Advancement Officer*  
Nurtury



## Financial Statements

TSNE MissionWorks' financial statements include revenue from our fiscally sponsored organizations, consulting and training services, property management, and investments.

(in Thousands)		
<b>Net Assets</b>	<b>FY18</b>	<b>FY17</b>
Unrestricted	31,432	29,818
Temp Restricted for TSNE Programs	559	213
Temp Restricted for Fiscally Sponsored Organizations	38,306	40,202
Total	70,297	70,233
<b>Revenue</b>		
Fiscally Sponsored Organizations	42,909	39,328
TSNE Consulting and Training Services	3,980	4,415
Property Management	2,906	2,825
Royalties and Investment Income	4,689	5,240
Total	54,484	51,808
<b>Expenses</b>		
Fiscally Sponsored Organizations	45,087	41,833
TSNE Consulting and Training Services	2,864	2,886
Property Management	2,964	2,811
TSNE Administration	1,955	2,055
Total	52,870	49,585
<b>Surplus</b>	<b>1,614</b>	<b>2,223</b>



### Contact

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 Visit our website: [www.tsne.org](http://www.tsne.org)  
 May 2019

# Notes

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