What a year! An incredible year of transition, conversation, and activism for our country. An especially important year to be working together with extraordinary local nonprofit leaders on strengthening our communities. I recently hosted a gathering of CAP volunteers at my home, and I read them a quote by Marjorie Moore that is particularly relevant in our current national climate:

“Volunteering is the ultimate exercise in democracy. You vote in elections once a year, but when you volunteer, you vote every day about the kind of community you want to live in.”

CAP volunteers bring this concept to life every day, and I have the pleasure of witnessing the impact of their work on our many worthy nonprofit clients over the years. This is a year of significant change for CAP as well – for the first time in our 23 year history, we have a new program offering! After extensive pilot testing, CAP Brainstorms was officially launched this year as a new and targeted way to work with local nonprofits. Brainstorming sessions are one-time meetings to discuss a clearly defined challenge in a three hour meeting. Brainstorming allows CAP to serve a wider variety of nonprofit clients and enables alumni to put their business skills to use in community service with a limited time commitment. Examples of recent brainstorming session topics include: succession planning, board governance, impact measurement and reporting, and marketing. Feedback from our brainstorming volunteers and nonprofit clients has been overwhelmingly positive and we look forward to growing and refining CAP Brainstorms over time. Read on for more information, including ways to get involved.

As always, thank you for your continued support of CAP and our mission to improve the lives of people in the Boston area!

Sincerely,
Amelia Angella, HBS 2001  |  Executive Director
ACCEPT Education Collaborative

ACCEPT Education Collaborative is a regional nonprofit educational collaborative of 16 member school districts offering multiple programs and services as a public school partner. Major services include special education programs for students with moderate to severe needs, specialized transportation, homebased services, behavioral and educational consultations, professional development and technology services. ACCEPT completed a strategic planning process in May 2016 and is working with CAP on how to focus their resources and processes to improve operations and marketing and accommodate growth. The project will include a plan to ensure that the organizational infrastructure is scalable to accommodate future growth and improved branding and marketing plan.

Benjamin Franklin Institute of Technology

Benjamin Franklin Institute of Technology is an affordable, private, nonprofit college serving Greater Boston. The college is committed to student success and career readiness in technology fields and has a stellar track record in graduating and placing high-needs students through personalized support, hands-on learning, and industry-informed STEM degrees. While the students of BFIT face substantial financial challenges, a degree from BFIT significantly increases their earning potential and fills critical needs in meeting the workforce requirements of businesses. BFIT works closely with industry representatives to review the skills and knowledge that students should acquire through the college's programs. Now, by working with CAP, the college is seeking additional ways to generate value for students and for the college from their relationships with employers.

Boston Cares

Boston Cares mobilizes individual and corporate volunteers who strengthen communities and improve the lives of people in need. The organization build relationships with schools and nonprofits to identify and develop volunteer opportunities, and then recruits and leads reliable volunteer teams to meet those needs. Boston Cares volunteers complete over 3500 projects a year in a variety of impact areas from basic daily needs to coaching and mentoring to emergency response. After a period of focused attention on institutional capacity building, Boston Cares is now working with CAP to develop a new strategic plan for the next three years that articulates and addresses the organization’s overarching vision, plan for impact, and financial sustainability. The plan will explore opportunities for impact measurement, revenue generation, branding, and partnerships as well as infrastructural implications.

Boston Health Care for the Homeless Program

Since 1985, Boston Health Care for the Homeless Program (BHCHP) has provided or assured access to the highest quality healthcare for homeless men, women and children in the greater Boston area. Over 400 staff deliver compassionate, innovative and effective care to more than 12,000 homeless adults and children at multiple sites, including shelters, hospital clinics, and the streets of Boston. BHCHP and its founder, Dr. James O’Connell, have gained national as well as local recognition for their work. Now, the uncertain and volatile political and economic climate, along with the growth of accountable care organizations and profound changes in reimbursement potentially threaten BHCHP’s previously reliable fee for service revenue stream. They are working with CAP to refresh and strengthen their approach to marketing and messaging, particularly to the larger nonhealth care community, in order to promote deeper understanding of the value of their work, attract greater philanthropic support and continue to deliver on their mission.

Children’s Services of Roxbury

Children’s Services of Roxbury offers 22 programs and services to Massachusetts economically disadvantaged children, youth, families and individuals out of four offices statewide. The programs range from adoption and foster care services, childcare, and behavioral health services to housing programs for families. Headquartered on Dudley Street in Roxbury, CSR is one of the largest minority operated human services agencies in the state, serving more than 7,000 persons annually. The agency is working with CAP to develop an adaptive and actionable strategic plan. Among the issues that the agency is looking to address in this plan are: 1. Agency-wide growth and development; 2. Using data collection and metrics to guide decision making; 3. Building a performance-based employee evaluation system; 4. Trends in community-based behavioral health clinics; and 5. The implications of their current fee for service compensation model on staffing their Behavioral Health services.

Hebrew College

Hebrew College promotes excellence in Jewish learning and leadership through a combination of on campus and online programs. As New England’s only fully accredited institutional of higher learning solely dedicated to Jewish studies and education, the college educates rabbis, cantors, Jewish educators, lay leaders, the adult community and teens. Since its last strategic plan in 2010, Hebrew College has expanded its programmatic reach through the development of its online and inter-religious program offerings and its curricula for adults has a broad reach throughout the region. The College now seeks to identify the programs and target audiences with the greatest potential for growth within and beyond the Boston area, both within and beyond the Jewish community. At the same time, it must adapt to the departure of its neighbor and collaborative partner, Andover Newton Theological School, which is pursuing a merger with Yale Divinity School and will relocate to New Haven. Together with Andover Newton, Hebrew College has become a national leader in inter-religious education, and is committed to continue that work with new partners. Hebrew College is working with CAP to develop a strategic plan that will help determine and prioritize its efforts for the next 3 to 5 years.

Indian Hill Music

Founded 30 years ago, Indian Hill Music is one of only a few organizations in the nation combining a community music school and professional orchestra in one integrated organization. The school located in Littleton, MA serves over 1,000 students annually. Indian Hill Music is preparing to build a state of the art music education and regional performance center in Groton which will include both a concert hall and a recital hall. Currently known for its classical music offerings, the organization plans to significantly expand its professional performance series to 50+ concerts in a variety of genres including folk, jazz, world, and popular music. IHM is working with CAP volunteers to benchmark other non-urban performance centers to discover best practices in business models, marketing practices, and operational details required to manage the facility and staff for a center that expects to host 50+ performances a year, with the potential for significant growth in the future. Project goals for this project include a top-level financial model, recommendations for staffing, and marketing options for building a broader audience for the expanded mission and strategy of Indian Hill Music.

Junior Achievement

Junior Achievement (JA) is one of the largest global NGOs dedicated to addressing fundamental social and economic challenges of young people by providing financial literacy, work readiness and entrepreneurship skills. With more than 100 member countries, the JA network is powered by over 450,000 volunteers, reaching more than 10 million young people around the world every year. JA Worldwide oversees the organization’s six regional global operating centers. As technology – blended learning, educational apps, digital games – are fundamentally changing the K12 education experience, JA is working with CAP to map out a technology strategy that is responsive to the needs of JA’s varied stakeholders. Work streams include conducting an assessment of the current global and regional players in K12 educational technology, a survey of internal stakeholders and recommendations on selecting and optimizing third-party relationships aligned to JA’s strategic objectives.

Judge Baker Children’s Center

Judge Baker Children’s Center’s (“JBCC”) mission is to improve the quality of mental health care available in Massachusetts and beyond, and promote the healthy development of children and their families. Affiliated with Harvard Medical School, JBCC integrates research, intervention, training and advocacy with over 100 staff located in the Mission Hill area of Boston. JBCC is working with CAP’s assistance to develop its business model, strategic marketing and expansion plan for one of their programs, the Summer Enrichment Institute (“SEI”). SEI is a five-week summer program that teaches children...
ages 6-12 effective ways to manage their Attention-deficit/Hyperactivity Disorder (ADHD) and related behavioral challenges. Through an evidence-based intervention model, SEI fosters the development of social and academic skills while delivering a summer of fun and positive experiences for children who cannot attend a traditional camp.

**Language Bank**

Language Bank provides in-person interpretation in more than 60 languages largely in medical and legal situations — on a fee for service basis. Language Bank’s interpreters include refugees and other new Americans who have been resettled by its parent organization. Language Bank is working with CAP to explore a business plan for Video Remote Interpreting — providing interpreting services via a video akin to Skype. They want to understand which platform might be best, how this new activity would work in practice, and how it would affect the in-person part of their activities.

**Trinity Boston Foundation**

Trinity Boston Foundation’s three programs focus on three core outcomes for Boston youth: community connectedness, self-efficacy and character. Trinity Education for Excellence Program (TEEP) inspires learning, empowers leadership, and affirms identity through a multi-year, values-based, character and leadership development program that engages youth and their families. The program currently serves approximately 140 students in middle school, high school and college and their Strategic Plan envisions expanding this program. Given space constraints, they are unable to add additional students at their current location at Trinity Church so they are interested in a new space in one of the communities they serve. TEEP is working with CAP to understand the case for expansion, what the program should look like in the new location, what core elements of the TEEP program must be replicated, other elements that they should consider adding or eliminating, how they should start and grow the program, which locations to consider, staffing (numbers and structure), student recruitment, financials, funding opportunities, and what the risks are and how to mitigate them.

**Walker**

Walker was founded in 1961 as a therapeutic, community-based group home for emotionally troubled boys. They are now a multifaceted agency providing an array of high-quality, coed therapeutic and educational services to children, adolescents, and families, as well as professional development and consultation services to public schools and other community agencies. Walker is looking forward to working with CAP to develop a desperately needed, critically important marketing strategy. Walker needs to establish effective ways to message their professional expertise, their broad range of highly specialized services, and their evidence-based results. The CAP work is perfectly timed for Walker as they are currently in the planning stage for their next Three-Year Strategic Plan, slated to kick off in early 2017.

**Waltham Boys and Girls Club**

The mission of the Waltham Boys and Girls Club is to inspire and enable all young people, especially those who need it most, to realize their full potential as productive, responsible, and caring citizens. The organization serves approximately 1300 children between the ages of 5 and 18 every year. Programs include fine arts, swimming, music, mentorship, and after school and summer programs. The Waltham Boys and Girls Club is working with CAP to develop a 5-year strategic plan that will allow them to deepen their impact in the community while maintaining the quality and level of services they currently provide. The plan will help guide future decisions about programming and other priorities.

**Trinity Education for Excellence Program (TEEP)**

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**Agassiz Village**

Agassiz Village, a summer camp in Maine that prepares at risk Boston youth for life’s journey. CAP volunteers will brainstorm on effective governance practices, including board process and protocols and frameworks for board service.

**Community Art Center**

Community Art Center, a Cambridge neighborhood institution committed to cultivating an engaged community of youth whose powerful artistic voices transform their lives, their neighborhoods, and their worlds, CAP volunteers brainstormed about refining CAC’s brand and marketing materials to appeal to various disparate audiences.

**Discovery Museums**

Discovery Museums in Acton, dedicated to inspire enduring curiosity and love of learning through interactive discovery, hands-on inquiry, and scientific investigation. CAP volunteers brainstormed about ways to leverage Traveling Science Workshops, a program of hands-on STEM workshops delivered in the classroom by highly skilled educators.

**Earthworm**

Earthworm, a program providing recycling services to small businesses in the greater Boston area. CAP volunteers brainstormed about a succession plan for the Executive Director.

**Jumpstart**

Jumpstart, an early childhood education program. CAP volunteers brainstormed on the implications of Jumpstart’s organizational redesign and considered how to optimize the board structure and governance for the future.

**South Shore Conservatory**

South Shore Conservatory, a community school for the arts. CAP volunteers brainstormed on a functional organization structure that will support improved processes and efficiencies.

**Sportsmen’s Tennis & Enrichment Center**

Sportsmen’s Tennis & Enrichment Center, a community tennis center in Dorchester. CAP Volunteers brainstormed around ways to answer key questions in an evidence-based manner, including questions of enrollment scope as well as measurement and reporting of academic programs.

**YouthBuild Boston**

YouthBuild Boston, a program offering a hands-on approach to building trades training to underserved youth. CAP volunteers brainstormed about succession planning and a streamlined staffing structure.

“Thanks to all of you for your participation in last evening’s brainstorming session regarding our academic program model. Your willingness to share fresh perspectives, coupled with the ability to so quickly grasp the tension points, made for a very productive evening. We came away so encouraged with the results of this small, professional engagement that it helped me create the imper- tuses needed for the board of directors to get behind a full strategic planning process.”

Toni Wiley, Executive Director, Sportsmen’s Tennis & Enrichment Center
“What would Barry do?” This is a mantra that the CAP board often invokes at our meetings, and we are not half joking. Barry Horwitz, MBA 1988, has been a volunteer with CAP for a remarkable 20 years – 18 of those as a member of the board. Working with clients such as the National Brain Tumor Society, Historic New England, the Boys and Girls Clubs of Boston, the New England Aquarium and many, many others, Barry’s contribution to the Boston nonprofit sector is immeasurable.

As the Executive Director of Historic New England, Diane Viera, says, “Barry embodies the spirit of CAP. He shares his experience, skills, and expertise with CAP clients as a true partner and collaborator. Listening is as important to Barry as advising, making the end product of his CAP work relevant, actionable, and incredibly valuable. I’m sure I share Historic New England’s deep gratitude to Barry with the many other nonprofits that have benefitted so greatly in the past twenty years from his selfless work.”

As Trustee of his aunt Elinor Silverman’s estate, Barry was recently in the position to support the local community financially. CAP is honored that of the many worthy organizations Barry worked with over the years as a volunteer, he chose to support CAP (among other organizations) with a $10,000 unrestricted donation. Thank you Barry for your incredible service and your generous support!

SCHOLARSHIPS TO OUR CLIENTS

THROUGH THE HBS SOCIAL ENTERPRISE INITIATIVE

Since 2004 CAP has arranged scholarship support for our clients to attend the Strategic Perspectives in Nonprofit Management (SPNM) course at HBS. These scholarships (worth more than $5,000 each) are offered to the recipients at no charge.

SPNM participants, all nonprofit Executive Directors, Presidents and CEOs, focus on the concepts and skills needed to lead and manage a nonprofit organization including mission focus, market sensitivity, organizational structure, and performance management. As active partners with the faculty, participants utilize the HBS case method to refine these concepts by exploring how others are tackling the challenges that confront their organizations.

CAP Client Recipients of the 2016 SPNM Scholarship

Elizabeth Jackson
Executive Director, Bridge Over Troubled Waters

Jesse Brackenbury
Executive Director, Rose Kennedy Greenway Conservancy

“SPNM was so valuable for helping me think more broadly about the opportunities and challenges that the Greenway Conservancy faces. It was exciting to be surrounded by a group of peers from around the world and challenged by the incredibly Harvard professors. I loved the varied leadership perspectives, from Shackleton to the Chilean mine rescue. I’ve brought thinking about adaptive leadership and flexible organizations back to the Conservancy, encouraging risk-taking. This was a rare chance to step back from daily operations and fundraising tasks to think strategically. I will continue reflecting on my experiences for many years to come.”

Jesse Brackenbury, Executive Director, Rose Kennedy Greenway Conservancy

HBSAB PREMIER SPONSORS

HBSAB MAJOR BENEFACTORS

CAP BENEFACTORS ($500 TO $999)

Anna Abate
C.L. Abbott
Ricardo Ayguay
David Anderson
Hayden Anderson
Peter Atwood
Manoj Bhat
Susanne Beck
Bruce Berzin
Margaret Busse
Amy Cahners
Ruth Carey
Margaret Carr
John Carrier
Josh Cherry
Tom Chew
William Churchill
Thomas Cullen
Lisa Cunha
Greg Clouse

Mansour Dabashi
Barbara Daim
Barbara Ehrlich
Barbara Wall LaBisco
Barry Horwitz
Laura and Robert Hockett

Nancy Loderick
Karll Laus
Jay Makadis
Janet Macdonald
Frank Orlando
Walter and Karen Pressley
Tim Reid
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John Kenny
Meryl Keister
Ryan Ken
Brian Kenney
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Michael Maynard
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Eric Neeremans
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Sarah Perry
Steve Perry
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Carole Prest
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Paul Rappard
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Alice Richmond
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Kathleen Sear
Ben Shepard
Roberta Shaw
Everett Strow
Patrick Strow
Franklin Simon

Jeffrey & Virginia Simon
Sarat Skorvid
Paul Sinott
Vincent Stanton
Lee Steele
Elinks Steller
Lisa Hicks and Elliot Swan
Robert Sydney
Richard Terry
Peter Torklesen
Amy & Matthew Tollem
Eoin Treveyan
Rupesh Vupp
James Wale
Tiny Walse
Dan Wardane
Peter Wel
Frank Weinik
David White
Alice Wolf
Heidi Wyle
Edith Zegler
“The CAP experience was incredibly collaborative and beneficial. Volunteers took the necessary time to gain familiarity with our staff, our work, areas of greatest need, and our culture. They exhibited sincere appreciation for our mission and clearly wanted to make meaningful and lasting contributions to our work. (They were) tremendous listeners that challenged assumptions to develop actionable and intelligent solutions.”

David G. Dore, Chief Finance & Operating Officer, uAspire, Inc.
PAST CAP CLIENTS 1993 – 2015

ACCESS
ACTION International
ACTION USA
The Achievement Network
Acre Family Child Care
Agassiz Village
A Far Cry
Alliance Francaise
Allston-Brighton Healthy Boston Coalition
American Humane Education Society
American Red Cross of Mass Bay
Appalachian Mountain Club
The ARC of the South Shore
Arsenal Center for the Arts
Arts Boston
Asian Task Force Against Domestic Violence
Asperger/Autism Network
Asian Task Force Against Domestic Violence
Arts Boston
Asian Task Force Against Domestic Violence
Asperger/Autism Network
Associated Early Education and Care
ATLAS Communities
Barbara Harris Camp and Conference Center
Beacon Hill Village
Benjamin Franklin Institute of Technology
Big Brothers Big Sisters of Massachusetts Bay
Biomedical Science Careers Program
Blue Hills Observatory & Science Center
Boston Architectural College
Boston Athenaeum
Boston Ballet
Boston Cares
Boston Center for the Arts
Boston Classical Orchestra
Boston Partners in Education
Boston Renaissance Charter Public School
The Boston Foundation
Boston Foundation for Sight
Boston Renaissance Charter Public School
Boston Classical Orchestra
Boston Partners in Education
Boston Renaissance Charter Public School
The Boston Foundation
Boston Foundation for Sight
The Boston Photo Collaborative
The Boston Public Library
The Boston Public Library Foundation
The Boston Running Club
Boston VA Research Institute
The Bostonian Society
Boston Symphony Assoc. of Volunteers
Bottom Line
Boys & Girls Clubs of Boston
The Brain Tumor Society
Brazilian Touchpoints Center
Bridge Over Troubled Waters
Building Educated Leaders for Life
Building Materials Resource Center
Cambridge Center for Adult Education
Cambridge Family & Children’s Service
Career Collaborative
Cantás Communities
The Carroll School
Center for Women & Enterprise
Central Square Theater
Charles River Watershed Association
Children’s Services of Roxbury
Citizens Schools
The City School
CitySprouts
City Year
Codman Square Health Center
Commonwealth Zoological Corporation
Community Art Center
Community Boating, Inc.
Community Rowing
Compass Working Capital
Concord Museum
CONNECT – The Neighborhood Developers
Conservation Law Foundation
The Copley Society of Art
Craddles to Crayons
Crittenton Hastings House
Danforth Museum of Art
Dimock Community Health Center
Discovering Justice
Dorchester House Multi-Service Center
Earthwatch Institute
Eastern Massachusetts Literacy Council
The Explorade Association
Environmental Careers Organization
Environmental Defense Fund
Families First
The Family Van
Federated Dorchester Neighborhood Houses
The Food Project
Historic Sites Consortium – The Bostonian Society, Museum of African American History, Old South Meeting House & Paul Revere House
Horrizonz for Homeless Children
Gloucester Adventure
Hanson Initiative for Literacy & Learning
Harbingers Partners
Health Care for All
Historic New England / S.P.N.E.A.
Huntington Theater Company
Inquilinos Boricuas en Accion
Institute for Human Centered Design
Institute of Contemporary Art
The Isabella Stewart Gardner Museum
Jason Foundation for Education
The Jewish Women’s Archive
Judge Baker Children’s Center
Jumpstart for Young Children
The Leadership Studio at HSPH
Lena Park Community Development
Manomet Center for Conservation Sciences
Massachusetts Advocates for Children
Massachusetts Alliance on Teen Pregnancy
Massachusetts Audubon Society, BNC
Massachusetts Audubon Society, JFC
Massachusetts Historical Society
Massachusetts Horticultural Society
Metropolitan Boston Housing
Minute Man National Park Association
More Than Wheels
More Than Words
MSPCA – Angell
Museum of Fine Arts, Boston
Museum of Science
Museum of Transportation
National Consumer Law Center
National Patient Safety Foundation
NEADS/Dogs for Deaf and Disabled Americans
NFTE
The National Heritage Museum
Needham Children’s Museum
Neighborhood of Affordable Housing
The Network for Excellence in Health Innovation
Newbury College
New England Aquarium
New England Board of Higher Education
New England Center for Children
New England Healthcare Institute
New England SCORES
New England Wildflower Society
New Profit, Inc.
Newton Community Service Center
NIW Committee for Community Living
Open Circle Program, Stone Center
Oxfam America
PACT Project
Passim
The Peabody Essex Museum
Peace Games
Pine Manor College
Planned Parenthood League of MA
Playworks
Plymouth Plantation
Primary Source
Project Bread
Project Place
Psychoanalytic Couple and Family Institute
Raising A Reader
ReadBoston
Read to a Child
Rediscovery
RESPOND
Riverside Theater Works
Roca
The R.O.S.E. Fund
Root Capital
Rose Kennedy Greenway Conservancy
Roxbury Multi-Service Center
Roxbury Youthworks, Inc.
Save the Harbor/Save the Bay
Schwartz Center for Compassionate Healthcare
Science Clubs for Girls
Second Nature
Snappy Dance Theatre
Social Capital Inc.
Solutions at Work
Somerville Homeless Coalition
South Africa Partners
South Boston Harbor Academy
SpeakEasy Stage Company
Squadbusters
Steps to Success
Strategies for Children
Sudbury Valley Trustees
Teachers21
Team IMPACT
Tenacity
Trinity Boston – Sole Train
The Trustees of Reservations
uAspire
Understanding Our Differences
United South End Settlements
Unito
USS Constitution Museum
Vinfen
Visiting Nurse and Community Health
WBUR
Walker Home and School
The West Suburban YMCA
Women of Means
The Women’s Union
Young Audiences of Massachusetts
YouthBuild Boston
Youth Enrichment Services
Youth Orchestra of the Americas
YWCA

CAP relies on your donations to fund our small budget! Support our work at [www.cap-hbsab.org](http://www.cap-hbsab.org)
Commonwealth Land Trust
Established in 1985, Commonwealth Land Trust (CLT) is a nonprofit dedicated to preserving neighborhoods and preventing homelessness. CLT owns and manages over 250 units of supportive housing in Boston and Lawrence, mostly reserved for formerly homeless and/or disabled individuals, as well as over 100 affordable family housing units for formerly homeless and other low income families in Boston and Chelsea. A unique feature of the CLT program is their integrated approach to case management through which they provide on-site mentoring and daily support to many of Massachusetts’ most vulnerable residents. By linking housing and care, CLT keeps many at-risk individuals safe, sheltered and self-sufficient which works to rebuild lives and communities.

Like many mission-driven organizations, CLT has many hard working individuals whose capacity was stretched just to maintain the myriad of legal, operational and grant management demands associated with property management and rental subsidy programs. They came to CAP asking for a growth strategy in hopes of reaching a sustainable critical mass. Early on the CAP team helped CLT recognize the need to build a solid operational team as a foundation for future growth and demonstrated that the organization had the capacity to invest in key hires without compromising their financial security. The CAP team worked with CLT’s CEO, Ellen Tan, to share the vision for the organization with key CLT Board members and help them envision how the Board could reorganize itself, including the need for key sub-committees. CAP also proposed priorities and processes for the Board to consider that aligned with and supported the new organizational structure being proposed.

To assist in implementation, members of the CAP team helped write job descriptions for key hires, identified regular financial reports the organization should produce, and outlined the framework for a data dashboard that would allow the CEO and the Board to monitor whether or not the organization was on track to achieve its goals.

Finally CAP team members worked with the new board subcommittees and the CEO to identify potential implementation challenges and proposed strategies to mitigate them.

“Our experience could not have been better. This is by far the best consultancy relationship we have experienced in 30 years of operation.”

Ellen Tan, Chief Executive Officer, CLT

MSPCA-Angell
The mission of MSPCA-Angell is to protect animals, relieve their suffering, advance their health and welfare, prevent cruelty and work for a just and compassionate society. Founded in 1868, MSPCA-Angell is the second oldest humane society in the United States. Its nonprofit veterinary hospital, Angell Animal Medical Center, is a national and international leader in veterinary care.

MSPCA-Angell asked CAP to evaluate the potential for sustainable growth opportunities for its specialized animal behavior program, Angell Behavior Services (ABS).

ABS’ programs include a variety of pet training programs for the general community, its trademarked SAFEWALK program for volunteers working one on one with shelter animals, and for the most intensive cases, individualized consultation services for animals with problematic behaviors. Led by Dr. Terri Bright, an expert in the field of Applied Animal Behavior Analysis, the department’s goal is to improve and strengthen the human-animal bond, thereby minimizing the risk of animals being surrendered for adoption and improving the adoptability of animals residing in the MSPCA shelter.

Prior to CAP’s involvement, MSPCA-Angell had already substantiated the success of its methodology in a variety of areas, including improved adoption rates, shorter shelter stays and increased safety and sociability of animals in its shelter. They now sought to substantiate the viability of expanding the program’s reach. The CAP team’s job included assessing the market demand for behavior services as well as the financial viability of service expansion. The team surveyed groups of stakeholders including pet owners, dog trainers and veterinarians to gain an understanding of their needs and the degree of problematic behaviors they were encountering. The team also analyzed the program’s economics, alignment with the overall mission, and the potential risks involved and made recommendations as to how MSPCA-Angell might approach service expansion.

As a result of this project, MSPCA Angell has committed to making additional investments in staff and facilities to support the growth of Angell Behavior Services. The organization is continuing to serve as an industry leader and role model in providing services that improve the lives of animals and those who care for them.