



# The Giving Common

An Initiative of the Boston Foundation

[www.thegivingcommon.org](http://www.thegivingcommon.org)

People Making a Difference Through Community Service, Inc.



## General Information

PO Box 120189  
Boston, MA 02112 0189  
(855) 763-5656

**Website**

<http://www.pmd.org>

**Organization Contact**

Lori Tsuruda [pmd@pmd.org](mailto:pmd@pmd.org)

**Year of Incorporation**

1993

# Statements & Search Criteria

## **Mission Statement**

PMD engages individuals in enjoyable, one-time, hands-on projects that meet the needs of local charities and by assisting businesses and charities in developing their own successful volunteer programs.

- PMD service projects produce appreciable results that help people while conserving recipient groups' limited resources.
- PMD volunteers develop a sense of community and shared purpose by connecting with the project, the recipients, and each other.
- PMD educates its volunteers on how their combined efforts make a difference.
- PMD also provides consulting services for leaders of non- and for-profit organizations to strengthen their volunteer programs

PMD seeks to create a world in which people and businesses are socially aware and engaged in their communities such that they approach volunteerism by learning about problems and needs, volunteering their time, providing resources to address these problems and needs, and carrying out these activities dependably, safely, and enjoyably.

## **Background Statement**

People Making a Difference (PMD) was founded by Lori Tsuruda in 1992 to provide organized, hands-on volunteer opportunities helping local charities. Through effectively engaging its nearly 8,800 volunteers, PMD has learned from its volunteers and partner charities how to provide rewarding experiences for all involved, accomplishing real work meeting real needs such that volunteers are motivated and engaged in learning about the context of their participation. PMD recruits and manages volunteers from the general public to complete tasks organized by PMD to help mostly small, community-based charities that cannot support their own volunteer programs.

Based on experience with hundreds of successful service projects and feedback from thousands of volunteers, PMD has developed a philosophy of Informed and Responsible Volunteerism based on:

- Understanding and meeting real needs through ongoing, dynamic relationships with recipient charities
- Producing tangible results while mobilizing needed resources such as tools, materials, volunteer recruitment and management (and thus conserving recipients' limited resources)
- Educating volunteers about the context of their work and how they can continue to make a difference; and
- Bringing people together to dependably, safely, and enjoyably make real differences.

The key success factor for PMD is that all of the organization's projects are meticulously organized. This systematic attention to detail ensures that a charity receives the maximum benefit from the efforts of the volunteers and that volunteers are efficiently utilized and educated so everyone has the right amount of work to meaningfully contribute. A feasibility study conducted for PMD indicated that those surveyed felt, "The volunteer experience consistently surpasses other similar organizations. The variety and quality of projects as well as the organization and the attention to details were all frequently mentioned as strong attributes."

PMD's service program acts as a catalyst to spur individuals who normally can't volunteer regularly by offering one-time opportunities to make a difference. The organized nature of projects as well as evaluation and reflection at their conclusion helps new volunteers make new connections and to understand their roles. These positive experiences encourage repeat volunteerism.

**Impact Statement**

In 2016, PMD:

- Engaged 802 community volunteers in 58 organized service projects
- Assisted 24 local charity partners
  
- Trained 15 leaders in volunteer management
- Served as the fiscal sponsor for the Directors of Volunteer Administration (DOVA) professional association to strengthen volunteer management and engagement in Greater Boston.

In 2017-2019, PMD goals include

- Building a new, more mobile-friendly web site to better serve our stakeholders
  
- Expanding our board by recruiting new members with talent acquisition, development/special events, strategic planning, and administrative experience.
- Managing our growing numbers of volunteers by effectively engaging college interns, including possibly increasing our number of interns.
  
- Strengthening corporate volunteerism (and generating associated resources and revenue) via continued and new corporate partnerships.

**Needs Statement**

1. We seek a writer and developer to help us launch a new, wordpress-based web site that is more mobile-device-friendly to better serve our constituents. Though we have already generated an internal white paper and know what is needed, we lack the expertise to bring this to fruition.
2. For governance and leadership, we seek new Board Directors for 3-year terms.
3. To increase volunteerism and generate program revenues, PMD seeks additional Corporate Partners with which to organize hands-on, half-day volunteer opportunities for groups of 12-15 employees or more during regular business hours, helping local charities with needed tasks. Corporate Partners select specific projects and fund the associated materials (and any special tools PMD does not already have), as well as compensate PMD for organizing and managing their projects.
4. We seek reliable funding (\$2,500-\$5,000 depending whether FT or PT and duration) for interns to increase our volunteer management capacity.
5. We seek an experienced app developer to help us relaunch our volunteer check-in/out since the platform on which the first version was based (Parse) is now defunct.

**CEO/Executive Director Statement**

Although I founded PMD, our nearly 8,800 volunteers really have made us what we are today, an efficient, volunteer-driven organization that provides volunteer capacity to local charities which mostly lack the resources and staffing to host their own, ongoing volunteer programs.

We use cost-effective, word-of-mouth volunteer recruitment via email, our web site, and social networking. We meticulously organize PMD's service projects and communicate expectations to recipient charities and volunteers. And we carefully manage our volunteers for every service project, so that they have everything they need, from orientation to training, to accomplish the needed tasks safely and to understand how these tasks support broader community initiatives

Beyond running PMD's service program open to the general public, I help local businesses engage their employees in volunteer projects completely organized by PMD. These projects train companies in PMD's best practices and often generate needed resources, materials and revenue, for recipient charities and PMD, respectively.

Since 1995, I've also been sharing what works (and does not) by providing needed training in effective volunteer engagement for charities throughout New England. (I took over most of the training previously offered by the United Way.) In 2006, I also revived the ailing Directors of Volunteer Administration (DOVA) professional association so that there would be low-cost learning and networking opportunities targeting more experienced volunteer recruiters and managers in Greater Boston, since the majority of learning opportunities offered by other organizations are introductory, predominantly for new AmeriCorps members.

## **Board Chair Statement**

Successes: PMD does a terrific job of organizing and running effective one-day or several hour volunteer projects in a host of areas (literacy, hunger, the environment, for example) reaching a variety of persons in need (children, the blind, the aged, prisoners, for example) for many Boston-based charities. PMD's ability to supplement the charitable work of the organizations we support represents a significant value-add to the work of those charities, allowing them to leverage their ability to provide needed services and to connect their work to a larger volunteer community.

Concomitantly, PMD's volunteers are afforded a very personal, experienced-based opportunity to serve others in an organized and effective way and a meaningful connection not only with PMD but also with the recipient charity and those the charity serves. Given the number of volunteers PMD engages on an annual basis (802 in 2016) and the number of charitable organizations PMD assists (24 in 2016), the quality, scope and effectiveness of PMD work are impressive by any standard.

Challenges: PMD is a very small organization with one operating officer, its Executive Director, Lori Tsuruda, who is a model of dedication to meaningful high impact volunteerism; with a relatively modest budget (< \$100K/year); and with a very small board of otherwise busy professionals. As a practical matter, therefore, there are very human limitations on PMD's ability to fund raise and to grow, even incrementally. Board development, is therefore, a major challenge. While PMD is relatively well known in the community, it is not as well known as it might be. "Marketing," therefore, is also a challenge, and I would like to see PMD enhance its "brand" in a way that distinguishes us, simply but clearly, for the high quality of the projects we do, the depth of experience of our project leaders, and the passion we bring (and allow our volunteers to bring in their own unique ways) to service. At the moment, however, it is something of a challenge, which we are endeavoring largely on our own to try to meet.

Neal Rosen: I have now spent 17+ years volunteering with and serving on the board of PMD. I have devoted a significant portion of my overall community service time and energy to PMD, because Lori is an exceptional executive director of the enterprise, as well as a distinguished thought leader in the areas of philanthropy and volunteerism, and, therefore I learn a lot from her, in both intellectual and practical terms; because I believe in the mission of providing hands-on volunteer opportunities to persons and companies with limited time to volunteer but where the service both resonates with the volunteers and has real value to the charities and to those in need of the services; and because I've had a continuing series of opportunities over the years, through PMD, to do volunteer projects myself (and occasionally with members of my family) in areas that are personally meaningful to me and to us (for example, having my family spend time with children in a Little Brothers/Sisters program, helping prisoners around the country get access to books through the Prison Book Program, and putting together books and other reading materials for blind children and their families at the National Braille Press).

## Service Categories

Voluntarism Promotion

Management & Technical Assistance

Citizen Participation

## Geographic Areas Served

New England

Please review online profile for full list of selected areas served.

# Programs

## **Community Service Program**

### **Description**

PMD's award-winning community service program is known for organized, well-executed service projects that involve people who seek short-term volunteer opportunities to assist charities with needed, hands-on tasks (not clerical or fundraising). PMD projects develop through ongoing partnerships with 140+ charities, and involve varied tasks such as painting, kids' crafts, cooking, assembling science kits, and improving trails and greenspaces.

People learn about PMD's episodic volunteer opportunities from messages we send weekly to our 1,300-person, private email list, word of mouth, web site, and social media. Each signs up for each activity/cause of interest by completing an online registration page. Then PMD emails PDFs with project details, checklist, directions & map, background on the charity served, and waiver. Everyone works together on expected tasks, as well as learns how our group is contributing to the bigger picture. They conclude with a quick, appreciative inquiry exercise.

### **Budget**

80

### **Category**

Philanthropy, Voluntarism & Grantmaking, General/Other  
Community Service

### **Population Served**

Poor, Economically Disadvantaged, Indigent, K-12 (5-19 years),  
Elderly and/or Disabled

### **Program Short Term Success**

In 2016, more than 800 people volunteered with PMD, representing more than 10% more volunteers than the prior year.

PMD has expanded its impact/scale significantly without increasing its operating costs at the same rate. PMD increased the number of volunteers successfully engaged in its service projects in 2016, thanks to effective use of technology and successful engagement of targeted volunteer groups as partners and federal work-study students from M.I.T.

**Program Long term Success**

PMD creates positive volunteer experiences for both the volunteers and the community-based charities they help.

In 2016, People Making a Difference directly helped 24 charities and their clients by planning and completing 58 productive, high quality service projects involving 802 motivated volunteers, of which 76% volunteered with PMD for first time. More than three-fourths (83%) of the charities that PMD assisted had no staff dedicated to working with volunteers or relied on part-time staff, while the remainder received PMD assistance due to seasonal volunteer shortages and/or special needs, meaning that by planning, organizing and executing projects with volunteers we recruited, PMD created valuable volunteer engagement that would otherwise be impossible in the community.

The late Samantha Sadd, when Coordinator of Hawthorne Youth & Community Center: "Our association with PMD has allowed us to expand the services HYCC offers. PMD volunteers are terrific!"

**Program Success Monitored By**

PMD has used appreciative inquiry at the conclusion of EVERY service project (since 1992!) so that volunteers share what they liked and learned (which helps tailor future recruitment messages) and how the project can be improved, from logistics and expectations to identifying what is important to learn about a charity's mission & clients. This continuous improvement process is critical for new types of tasks and when PMD begins working with new charities.

All volunteers complete short questionnaires, then swap and anonymously read aloud what was liked/learned and how we can improve the next volunteer project helping this charity. PMD staff and volunteer leaders can address immediate questions and use feedback to plan and prepare for the next project.

Volunteers welcome opportunities to share what they think, and when they hear the diverse opinions about a shared volunteer experience, it helps them develop valuable perspective on what makes a real difference and whether their time was used well.

## Examples of Program Success

### PMD Volunteers Have Said:

"The organizations they serve only need to define the task and the need-PMD does the rest. This service is unique."

"The great thing about PMD is that it affords the volunteer lots of flexibility."

"PMD provides two big benefits: they've made a lot of Boston better, and most important, they've exposed a lot of people to volunteerism and participation in the community."

"PMD really gets people thinking about community involvement."

"The more we rely on technology in our lives, the more we need to go out and work with real human beings in a meaningful way."

"The projects are defined, focused and well organized."

"We're offering the client organization something substantial while it also gives the volunteers a taste of the mission and a sense of accomplishment."

"The real value is the hundreds of volunteers who are educated about the needs of the community and their continuing involvement."

Read more reviews at <https://greatnonprofits.org/org/people-making-a-difference-pmd>



## Corporate Partnership Program

<b>Description</b>	<p>PMD's corporate partnership program assists companies in building successful community involvement programs that build morale, camaraderie, and good will.</p> <p>PMD works with each company/group to identify clear goals and objectives in order to match the right, high-impact project for their needs and interests for on-site and off-site volunteer projects. Furthermore, PMD customizes and personalizes each volunteer project for each group, relying on 24 years of experience working with 8,750+ volunteers and 140 charity partners.</p> <p>PMD handles all of the organization, planning, and detailed logistics required for a successful volunteer experience so that participants can "jump right in" as well as learn valuable and meaningful information about the charity and people they are assisting.</p> <p>Charities really like being included in these partnerships since companies contribute needed resources that make these projects possible, such as purchasing the groceries and a grill for a cookout for frail, formerly homeless elders. Furthermore, rather than having to handle all of the logistics required to host volunteers, partner charities benefit greatly from having PMD staff handle this on their behalf, saving significant preparation time for their staff.</p>
<b>Budget</b>	4
<b>Category</b>	Philanthropy, Voluntarism & Grantmaking, General/Other Community Service
<b>Population Served</b>	General/Unspecified, ,
<b>Program Short Term Success</b>	PMD organizes larger, annual corporate partnership projects, but also organizes smaller ones that help more charities and their clients, engaging more volunteers in supporting their missions effectively.
<b>Program Long term Success</b>	<p>Companies like Novartis, Dell EMC, and Blue Cross Blue Shield of Massachusetts develop ongoing relationships with small community charities to which PMD has introduced them, so that they increase their volunteer and philanthropic involvement over time, sometimes even independent of PMD.</p> <p>Likewise, by partnering with PMD to produce well-run, volunteer projects together, charities like Fresh Pond Reservation and the National Braille Press excel and learn how to do so on their own, hosting more volunteers and volunteer projects than PMD could organize for them.</p>

**Program Success Monitored By** As it does for its Community Service Program, PMD uses appreciative inquiry at the conclusion of every service project so that volunteers share what they liked and how the experience can be improved, from logistics and expectations to what is important to learn about a particular charity's clients and mission. This is a dynamic process for continuous improvement.

Volunteers complete short questionnaires, then swap and anonymously share what was liked/learned and how PMD can improve the next time. PMD addresses any immediate questions and uses the feedback prepare for the next volunteer project.

Volunteers welcome opportunities to share what they think, and when they hear the diverse opinions on a shared volunteer experience, it helps them develop valuable perspective on what makes a real difference and whether their time was used well.

Employers like learning whether their employees volunteer elsewhere (usually 50% do) as well as their motivations for participating.

**Examples of Program Success** PMD has successfully engaged 500+ volunteers from the companies listed in assembling science kits that make learning about chemical and molecular processes "hands on" for students age 11+ through high school, respectively. The science kits are low-cost MIT inventions for which grant funding covers their development, teacher training, and constituent materials, but not the thousands of hours to assemble the subunits so that students and teachers can immediately use them to learn about DNA replication, protein synthesis, or atoms, molecules, and chemical reactions. <http://web.mit.edu/newsoffice/2011/lego-kits.html>

LEAN manufacturing training uses Lego bricks, but at the conclusion the bricks are taken apart rather than built into anything lasting or useful like these lego science kits.

Alkermes

Blue Cross Blue Shield of Massachusetts

Dell EMC

MIT Sloan School of Management

Novartis

## Training & Technical Assistance

<b>Description</b>	<p>In order to change the way volunteerism is viewed, planned for, and managed on a broader scale, PMD trains leaders of both non- and for-profits about current trends in volunteerism and how they can implement changes to benefit from these trends, increasing the effectiveness of their volunteer programs, particularly in volunteer recruitment and engagement since PMD has learned a great deal from its 8,700+ volunteers and recent studies. PMD's Lori Tsuruda was an instructor for the Nonprofit Management Institute (hosted by the Support Center of Massachusetts and then Technical Development Corp.) from 1995 until it closed in 2012. After providing basic training to new volunteer managers, in 2003 Tsuruda began offering more workshops to fill a large void left by the United Way, and provided new workshops about trends in volunteerism and more advanced topics for members of the Directors of Volunteer Administration (DOVA), human resource students at Northeastern University, and volunteer managers at the annual Blaine House Conference in Maine (2008-2012).</p>
<b>Budget</b>	2
<b>Category</b>	Philanthropy, Voluntarism & Grantmaking, General/Other Philanthropy, Voluntarism & Grantmaking, General/Other
<b>Population Served</b>	US, General/Unspecified,
<b>Program Short Term Success</b>	<p>PMD trains 200-250 non- and for-profit leaders annually, as well as leads the Directors of Volunteer Administration (DOVA) professional association.</p> <p>Beyond volunteer managers becoming knowledgeable about current trends and practices, senior leaders of the nonprofit sector must acknowledge and incorporate the critical roles of volunteers and volunteer management in their organizations' overall strategies. Since volunteer managers often lack the power to make changes of this scope, nonprofit executive directors/CEOs and board directors must also be educated, which PMD has reached via Third Sector New England and The NonProfit Net.</p>

**Program Long term Success**

Volunteerism is typically integrated into organizations' strategic and business planning since well-prepared and well-positioned people are very important to effective volunteer engagement. No one still believes, "Volunteers are free."

Provide non- and for-profit leaders with key knowledge about why people volunteer and how we can build sustainable cultures and programs so that the right volunteers help where they are needed most. Also give manageable approaches to assessing organization needs and resources as well as volunteers' motivators when developing their volunteer programs.

Potential volunteers have access to good position descriptions and clear understanding of how to become a volunteer so that they can initially self-select in/out of programs without staff-intensive interaction.

Staff who recruit, screen, and manage volunteers have adequate resources to do so in a timely fashion so that potential volunteers feel valued, needed, and purposeful.

**Program Success Monitored By**

Workshop hosts use written and online post-training surveys to record nearly all participants' satisfaction, track knowledge before/after training, and solicit feedback on the topics, presentation style, etc.

PMD has seen robust, 10% to 25% annual growth in the number of people trained, despite tighter professional development budgets and less time available to spend on professional development. PMD founder Lori Tsuruda has been sought out for her expertise, providing organization-specific and regional technical assistance and training, respectively.

**Examples of Program Success**

More than 750 people have valued what they learned about position description development and have used PMD's simple planning table and template at their organizations..

More than 1,000 people have embraced the concept of leading recruitment efforts with attributes that speak to ideal volunteer cohorts' key motivators, rather than what their charities need.

**Program Comments****CEO Comments**

College interns have been invaluable to PMD's service program since 2011. Many of the tasks they complete would be impossible for our Executive Director (me) to handle due to our large numbers of volunteers. Initially, interns were funded by other institutions and their grantors, but those programs have ceased. Since then, PMD has relied on federal work-study students from M.I.T., which allows PMD to schedule them when they are needed most, to staff our service projects, plus to train more future leaders on effective volunteer engagement. Dedicated interns also increase PMD's record keeping and stewardship capacity, corresponding to service program growth.

Key technology has enabled PMD to expand its scope, from the number of hands-on volunteers to the training we provide so that other nonprofits can strengthen their own volunteer programs, with one staff person. We need to use what we have learned from our first 8,700 volunteers and continue to adopt software and hardware to expand volunteer involvement efficiently. We already transitioned to cloud computing and social networks to involve more volunteers, and as a result accommodated 20% more volunteers in 2011. To support continued robust growth, we would use funding to identify, purchase, implement, and support hard- and soft- ware and upgrades.

Retired Board VP Jennifer Blackmon: When I first moved to Boston, I was a busy professional who didn't have the time to commit 10 hours/week for six months. Additionally, I always had an interest in service, but knew that dedicating that much time to one cause was not for me. So when I found PMD, an organization where I could volunteer for individual projects and these projects addressed diverse needs, I was elated! I love the variety of opportunities, like restoring orchards, painting schools, cooking for the homeless and elderly, and protecting animal habitats. I regularly volunteer, but rarely for the same type of project more than once per year. After many years of volunteering and returning from overseas, I could see that PMD had expanded and when Lori asked if I would manage projects, I couldn't refuse. I love the idea of helping PMD expand their reach with more project managers since Lori can't do them all herself—the demand for PMD's essential services have outgrown one person. Joining PMD's board was another way for me to be involved in PMD's amazing work. I love to bring my perspective as a volunteer and project manager to our discussions. I hope by being involved in all levels of the organization that I can help keep PMD healthy and vital for many years to come!

# Management

## CEO/Executive Director

<b>Executive Director</b>	Ms. Lori Tsuruda
<b>Term Start</b>	Nov 1992
<b>Email</b>	lori@pmd.org

### **Experience**

Lori Tsuruda is PMD's founder and executive director. A graduate of MIT and Tufts University, she has worked for several nonprofits including The Nature Conservancy, Earth Share of New England, St. Francis House, and Cambridge Cares About AIDS. Her public service career began with Key Club International and grew to include volunteering for Alpha Phi Omega (APO) and several local charities. Lori was involved as an unpaid volunteer in every aspect of PMD, from its founding to day-to-day operations, 1992 through 1999. Lori was employed part-time by PMD in 2000 & 2001, then became PMD's first and only, full-time employee. She has served as the president of the Directors of Volunteer Administration (DOVA) since 2006. She was recognized by Tufts University with its 2012 Active Citizenship & Public Service Award; by Alpha Phi Omega National Service Fraternity with its National Distinguished Alumni Award; by the United Way of Massachusetts Bay as a "Champion of Change"; and by the Junior Chamber of Commerce "Jaycees" as one of Boston's "Ten Outstanding Young Leaders."

2002-4 Earth Share of New England Regional Director

1998 -2001 The Nature Conservancy, MA Chapter Assistant director of development and corporate & foundation program manager

1997-98Zoo New England Volunteer coordinator for the Franklin Park and Stone Zoos.

1996-98St. Francis House Shelter Development Associate, Boston

1995-96Coordinator of Volunteers, Cambridge Cares About AIDS

2008-2012 Presenter at Annual State-Wide Blaine House Conference on Volunteerism, Maine

1995-2012 Workshop Presenter, Nonprofit Management Institute, Technical Development Corporation, Boston

1993-98Buddy Volunteer,AIDS Action Committee and Victory Programs

1992-97Chinatown Beautification Committee, Boston

1991-92City Year Serve-a-thon Steering Committee, Boston

1981-85 California-Nevada-Hawaii District of Key Club International

1984-85 District Governor, 1983-84 Division 12 Lt. Governor, and many club officer positions.

## Staff Information

<b>Full Time Staff</b>	1
<b>Part Time Staff</b>	0
<b>Volunteers</b>	8750
<b>Contractors</b>	0
<b>Retention Rate</b>	100%

## Staff Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	1

<b>Caucasian</b>	0
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

### Staff Demographics - Gender

<b>Male</b>	0
<b>Female</b>	1
<b>Unspecified</b>	0

### Formal Evaluations

<b>CEO Formal Evaluation</b>	No
<b>CEO/Executive Formal Evaluation Frequency</b>	N/A
<b>Senior Management Formal Evaluation</b>	N/A
<b>Senior Management Formal Evaluation Frequency</b>	N/A
<b>NonManagement Formal Evaluation</b>	N/A
<b>Non Management Formal Evaluation Frequency</b>	N/A

### Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	No
<b>Years Strategic Plan Considers</b>	3
<b>Date Strategic Plan Adopted</b>	Oct 2004
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	No
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	Yes
<b>Is your organization licensed by the Government?</b>	No
<b>Registration</b>	Yes
<b>Permit?</b>	Yes

### Collaborations

PMD works in collaboration with every charity which benefits from organized PMD volunteers. Some collaborations have lasted and deepened during 24 years, whereas others are much shorter, culminating in a single PMD service project addressing a specific need.

PMD also partners with for-profit businesses which seek PMD's expertise in developing high quality volunteer projects for employees.

Since 2006, PMD has served as the fiscal sponsor for the unincorporated professional organization the Directors of Volunteer Administration (DOVA), so that DOVA can continue to enhance the professionalism of its members and non-members from Greater Boston nonprofit organizations, through workshops and training; advance the creative development and support of voluntary human resources in achieving agency and organizational goals; and provide its members with opportunities to share experiences, ideas, and skills through meetings and networking.

## Awards

### **Awards**

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
Volunteer Achievement Award for exceptional merit	Massachusetts Volunteer Network	1994
Outstanding Local Project of National Make a Difference Day	Points of Light Foundation	1995
Outstanding Ability to Mobilize Volunteers to Benefit the Community	Hawthorne Youth & Community Center	1998
Make a Difference Day Volunteer Award	Wal-Mart, the Points of Light Foundation, and USA Weekend	1999
Volunteer Leadership & Commitment Award	National Braille Press	2005
USA Weekend Make a Difference Day Award	Boston Herald	2005

## Comments

### **CEO Comments**

PMD continues to expand to help even more organizations in need of volunteers and volunteer management. We have gone from an organization that could manage its financials using excel spreadsheets to QuickBooks to help prepare financial reports and file accurate state and federal annual filings. As we grow, an increasingly heavy burden is put on the time of our Executive Director and Board Treasurer to keep our financials in order. With additional funding, we would hire a part-time bookkeeper to handle data entry and basic operations, freeing up our Executive Director and Treasurer for more long term and strategic planning.



# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. Neal Rosen
<b>Company Affiliation</b>	retired from Morgan, Lewis & Bockius LLP
<b>Term</b>	Apr 2011 to Apr 2020
<b>Email</b>	iowa425@aol.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mr. Tom Goode Jr.	Verbatim Advisory Group	Voting
Mr. Noel Jeon	BV Investment Partners	Voting
Mr. Peter Lakin	Blue Cross Blue Shield of Massachusetts	Voting
Mr. Scott Lakin	self-employed attorney	Voting
Ms. Maura Moroni	CFG	Voting
Ms. Caroline Reinsch	John Hancock Financial Network	Voting
Mr. Neal Rosen	Bingham McCutchen LLP	Voting
Ms. Ellie Sanford	Convergent Dental	Voting
Ms. Lori Tsuruda	People Making a Difference (PMD)	Exofficio

## Board Demographics - Ethnicity

<b>African American/Black</b>	0
<b>Asian American/Pacific Islander</b>	3
<b>Caucasian</b>	7
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0

## Board Demographics - Gender

<b>Male</b>	5
<b>Female</b>	4
<b>Unspecified</b>	0

## Board Information

<b>Board Term Lengths</b>	3
<b>Number of Full Board Meetings Annually</b>	4
<b>Board Meeting Attendance %</b>	93%

<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	100%
<b>Percentage Making In-Kind Contributions</b>	100%
<b>Constituency Includes Client Representation</b>	Yes

## Standing Committees

Development / Fund Development / Fund Raising / Grant Writing / Major Gifts

## Comments

### **CEO Comments**

Board development is an ongoing challenge for PMD. As a small organization, we are recruiting on an ongoing basis to find and to “on board” the right people, which requires connections, time, and effort. Identifying board volunteers with shared values and priorities is challenging since we seek a strong commitment to our mission and rely on a working board actively engaged in expanding support for our work. Increasing the size of our board (from 9 to 12) will allow us to re-form working committees, including revival of our nominating committee with members who have expertise in talent recruitment/human resources. With additional capital we would hire part-time development staff to support and guide our board and to assist our executive director, which would in turn allow our board and executive director to expand both support as well as recruitment of appropriate board members.

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	Jan 01, 2017
<b>Fiscal Year End</b>	Dec 31, 2017
<b>Projected Revenue</b>	\$98,652.00
<b>Projected Expenses</b>	\$98,652.00
<b>Endowment?</b>	No
<b>Spending Policy</b>	N/A
<b>Credit Line?</b>	Yes
<b>Reserve Fund?</b>	No
<b>Months Reserve Fund Covers</b>	0

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Total Revenue</b>	\$97,995	\$97,271	\$86,575
<b>Total Expenses</b>	\$97,287	\$96,666	\$90,884

### Revenue Sources

<b>Fiscal Year</b>	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Foundation and Corporation Contributions</b>	--	--	--
<b>Government Contributions</b>	\$0	\$0	\$0
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	--	--	--
<b>Individual Contributions</b>	\$68,288	\$69,167	\$55,720
<b>Indirect Public Support</b>	\$1,511	\$1,932	\$3,575
<b>Earned Revenue</b>	\$16,589	\$13,202	\$13,808
<b>Investment Income, Net of Losses</b>	\$43	\$22	\$27
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$11,563	\$12,948	\$13,445
<b>Revenue In-Kind</b>	--	--	--
<b>Other</b>	--	--	--

### Expense Allocation

Fiscal Year	2015	2014	2013
Program Expense	\$75,768	\$74,440	\$72,377
Administration Expense	\$5,546	\$5,536	\$5,456
Fundraising Expense	\$15,972	\$16,690	\$13,051
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	1.01	1.01	0.95
Program Expense/Total Expenses	78%	77%	80%
Fundraising Expense/Contributed Revenue	20%	20%	18%

### Assets and Liabilities

Fiscal Year	2015	2014	2013
Total Assets	\$51,570	\$50,350	\$52,748
Current Assets	\$39,987	\$36,491	\$39,720
Long-Term Liabilities	\$2,495	\$0	\$3,974
Current Liabilities	\$3,436	\$5,417	\$4,446
Total Net Assets	\$45,640	\$44,933	\$44,328

### Short Term Solvency

Fiscal Year	2015	2014	2013
Current Ratio: Current Assets/Current Liabilities	11.64	6.74	8.93

### Long Term Solvency

Fiscal Year	2015	2014	2013
Long-Term Liabilities/Total Assets	5%	0%	8%

### Top Funding Sources

Fiscal Year	2015	2014	2013
Top Funding Source & Dollar Amount	--	--	--
Second Highest Funding Source & Dollar Amount	--	--	--
Third Highest Funding Source & Dollar Amount	--	--	--

## Capital Campaign

Currently in a Capital Campaign?	No
Capital Campaign Anticipated in Next 5 Years?	No

## Comments

### CEO Comments

As a relatively small but nimble nonprofit organization, PMD is able to adjust its programs relatively quickly in response to community and sector needs as well as to changes in the economic/philanthropic environment. PMD's excellent reputation for executing very well planned, managed, and resourced volunteer projects makes PMD a popular partner for community-based charities which need organized volunteers and resources, as well as for businesses who want to make a real difference through community involvement programs for their employees.

PMD finds it challenging to raise sufficient funds to carry out its "Informed and Responsible" volunteer engagement mission ambitiously, since few potential donors and foundation grantors (of all organizations which engage volunteers in carrying out their missions, not just PMD) understand the importance of investing in volunteer engagement capacity, whether provided by PMD or

developed within a nonprofit organization.

PMD would love to partner with a foundation to provide technical expertise along with grant funding for nonprofit organizations that really need to develop their own sustainable volunteer engagement programs, as directed by senior leaders and strategic business planning.

**Foundation Staff Comments**

Financial summary data in the charts and graphs above are per the organization's IRS Form 990s. Contributions from foundations and corporations are listed under individuals when the breakout was not available.

PMD served as the fiscal sponsor for the unincorporated professional organization the Directors of Volunteer Administration (DOVA) and as such, DOVA's financial information is included in PMD's financial information.