



# The Giving Common

An Initiative of the Boston Foundation

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

## Beverly Bootstraps



### General Information

35 Park Street  
Beverly, MA 01915  
(978) 927-1561 118

**Website**

<http://www.beverlybootstraps.org>

**Organization Contact**

Heather Johnston [hjohnston@beverlybootstraps.org](mailto:hjohnston@beverlybootstraps.org)

**Year of Incorporation**

1994

# Statements & Search Criteria

## **Mission Statement**

Beverly Bootstraps provides critical resources to families and individuals so they may achieve self-sufficiency. We offer emergency and long-term assistance including: access to food, housing stability, adult and youth education, counseling and advocacy. We are community funded and supported.

## **Background Statement**

Beverly Bootstraps is a leading social service agency on the North Shore that started as a Food Pantry in a downtown Beverly church in 1992; incorporated as Beverly Bootstraps Food Pantry in 1994; and secured IRS 501 (c) (3) status in 1995. In 2008, the agency purchased a commercial building at 371 Cabot Street for its consolidated operations and hired its first non-founding Executive Director. In spring of 2016 we moved to our new home at 35 Park Street. In FY2017, we served 4,358 individuals and families, most from Beverly and neighboring Manchester.

During this time, 10% of the population of Beverly came through our doors for some form of assistance.

**Impact Statement**

Beverly Bootstraps continues to annually serve 10% of the Beverly population. Through our many programs, we help our clients reach stability and self-sustainability. In FY2017, our agency served 4,358 individuals, a number which has increased 29% over the past six years and includes 1,305 helped by our case managers and 2,413 who visited our food pantry.

The need in our community is ever present and increasing as evidenced by the 244 new clients that came to the Food Pantry this year. All told, we distributed over 344,351 pounds (over 170 tons) of food between our Food Pantry, Summer Food program and Mobile Market program.

We provide adult education to increase our clients' skills and, therefore, their earning potential. In FY2017, we had 172 students registered for our ESOL (English for Speakers of Other Languages) class. We also had 18 students pass their HiSET exam, with another 97 still in the process of studying.

A strong education leads to successful adults and we encourage and help our children succeed through our Youth and Family programs. We have 20 elementary, and middle school age children enrolled in our Afterschool Homework Clubs where they get help with their homework, tutoring, and enrichment programs. We also distributed 669 backpacks filled with new school supplies so these children would be set up for success with the proper tools.

Our holiday programs support our clients through what could otherwise be a very stressful time of year. This year we gave out turkeys and fixin's to over 500 families so that they could enjoy a Thanksgiving dinner. We also provided 663 children with holiday gifts through our Adopt-a-Family program.

We are community funded and supported and depend on partnerships with the local community and businesses to be able to support those in need. Unlike many communities, residents of Beverly and Manchester-by-the-Sea know they have a place to turn to in emergency situations or when they can't quite make ends meet.

**Needs Statement**

1. Financial support of on-going programs: Food Assistance, Case Management, Adult Education and Youth and Family programs. We are community supported and funded and rely on the generosity of our community for general operating funds as well as specific projects.
2. In-kind donations of food (Please no glass containers or expired food), seasonal items, and items to be sold at the Thrift Shop.
3. Community members who are interested in volunteering in any of our programs or Board of Directors. Last year volunteers contributed over 17,000 hours.

**CEO/Executive Director Statement**

Helping people remains Beverly Bootstraps' top priority in this ever-changing world. Higher rental prices and stagnant wages continue to put pressure on our clients' budgets. Potential changes to federal support programs such as the Supplemental Nutrition Assistance Program (SNAP) and Low Income Heat and Energy Program (LIHEAP) and the Affordable Care Act (ACA) health insurance creates uncertainty in predicting the level of client need in the coming year.

Despite the outside forces, we know we must continue to be the best steward of community resources. We have defined success for our agency and have goals to measure the impacts of our programs. We are working to upgrade technology to add efficiency to these efforts. Fundraising and revenue from our Thrift Shop are priorities as the organization adjusts to higher occupancy costs and recovers from a year of construction in front of the Thrift Shop. We are working collaboratively with others in the community to gain a better understanding of community needs and to address them in the most effective manner today and into the future.

**Board Chair Statement**

I am so proud to have been named the President of the Board of Directors last year. I started with Beverly Bootstraps several years ago as a volunteer in the Food Pantry and got to see first-hand the wonderful work the agency does. I was so moved by the people we helped and their bravery in the face of adversity that I joined the Board to help steer the agency to continued success.

I look forward to continuing to work closely with the staff to guide the agency through the next few years. Together, we will be working on the next phase of development to ensure we continue to meet the needs of the community. The new strategic plan is being developed with the goals of continued sustainability and responsible stewardship of funds.

**Service Categories**

Emergency Assistance (Food, Clothing, Cash)

Food Banks, Food Pantries

Youth Development Programs

**Geographic Areas Served**

Beverly and Manchester-by-the Sea, MA. Surrounding towns on a case-by-case basis and/or program-by-program basis.

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

# Programs

## **Food Assistance**

### **Description**

The Food Assistance programs at Beverly Bootstraps includes our Food Pantry, Mobile Market, and Summer Food Program.

Food Pantry - We provide over 1000 items of food daily to Beverly & Manchester residents once every 14 days. Food delivery service is available to home bound clients.

Summer Food Program - Families with children are able to visit the Food Pantry weekly in the summer months to provide additional food to children who otherwise might go without enough food when school is out.

Mobile Market - This free farmer's market provides eligible households with fresh fruit and vegetables.

Clients utilizing the food assistance programs are referred to our case management team, adult education classes and youth and family programs to assist them in overcoming the root causes and inter-connected issues of food insecurity, financial instability and shortfalls in education and job skills.

### **Budget**

807668

### **Category**

Food, Agriculture & Nutrition, General/Other Food

### **Population Served**

Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated, At-Risk Populations

### **Program Short Term Success**

### **Program Long term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

## **Case Management**

### **Description**

Our Case Management team provides resources and referrals for individuals and families who are at risk of homelessness. The primary goal is to stabilize families by helping them maintain their current housing and to provide support and access to clothing and goods. Financial support is available on a case by case basis for rent, heat and utilities.

Additionally, case managers assist clients in signing up for SNAP benefits, DTA, Mass Health benefits and creating a personalized plan for each client to help them establish self-sufficiency.

Clients utilizing case management services are referred to our food pantry, adult education classes and youth and family programs to assist them in overcoming the root causes and inter-connected issues of food insecurity, financial instability and shortfalls in education and job skills.

During FY2016, our Case Management team worked with 1,567 individuals; 311 of them were new clients in need of help.

### **Budget**

218974

### **Category**

Human Services, General/Other Case Management

### **Population Served**

Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated, At-Risk Populations

### **Program Short Term Success**

### **Program Long term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

## **Adult Education**

### **Description**

The adult education classes at Beverly Bootstraps assists unemployed, underemployed and those in need of furthering their education to obtain employment or increase wages.

The Career and College Readiness program provides clients with the tools necessary for employment. The program offers individualized tutoring and access to computers to help students enter the work force.

The HiSET test preparation, English language classes and literacy tutoring are often the first opportunity our clients have in obtaining the skills necessary to achieve self-sufficiency.

Clients utilizing adult education classes are referred to our food pantry, case management and youth and family programs to assist them in overcoming the root causes and inter-connected issues of food insecurity, financial instability and shortfalls in education and job skills.

### **Budget**

149952

### **Category**

Human Services, General/Other

### **Population Served**

Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated, At-Risk Populations

### **Program Short Term Success**

### **Program Long term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

## Youth & Family

<b>Description</b>	<p>The youth and family programs at Beverly Bootstraps provide important mentoring and support services to those needing academic support. The after-school programs allow kids to receive tutoring, enjoy a nutritious snack, and connect with one another in a safe and relaxed setting. We also offer an on-site library, school supplies to start of the academic year, opportunities for summer camp, and a holiday gift program for families.</p> <p>Clients utilizing youth and family programs are referred to our food pantry, case management and adult education classes to assist them in overcoming the root causes and inter-connected issues of food insecurity, financial instability and shortfalls in education and job skills.</p>
<b>Budget</b>	341504
<b>Category</b>	Human Services, General/Other Children & Youth Services
<b>Population Served</b>	Poor, Economically Disadvantaged, Indigent, Unemployed, Underemployed, Dislocated, At-Risk Populations
<b>Program Short Term Success</b>	
<b>Program Long term Success</b>	
<b>Program Success Monitored By</b>	
<b>Examples of Program Success</b>	

## Program Comments

### **CEO Comments**

Beverly Bootstraps recognizes the critical importance of evaluating the impact and outcomes throughout all of our programs. Beverly Bootstraps has a successful track record and monitors key performance indicators including program service utilization and outcomes to continuously improve upon program success. An Outcomes Committee has been working to develop the methodology to measure more accurately specific outcomes of our programs on a long-term basis. In addition, our data collection capabilities and ability to measure and communicate outcomes more efficiently is greatly increased by our use Apricot Outcomes Achievement software. Recently Apricot's change in direction, has lead us to implement a new outcomes software called Salesforce which is currently being installed.



# Management

## CEO/Executive Director

**Executive Director**

Mrs. Sue Gabriel

**Term Start**

July 2008

**Email**

sgabriel@beverlybootstraps.org

### **Experience**

As Executive Director, Sue is committed to the vital role that Beverly Bootstraps serves within the community. She works closely with the Board and the staff to develop and implement strategic growth and maintain the fiscal health of the organization. Sue also takes the lead in advocating policy issues that relate to the mission of the organization.

Sue's path to the helm of Beverly Bootstraps includes over 20 years of experience, mostly in the non-profit sector. Since 2008, Sue has helped grow Beverly Bootstraps from a grass-roots organization to a mid-sized non-profit. Under her leadership, the organization has grown over 30% in clients served, revenue and number of staff and volunteers.

Sue's career experience includes much in the way of initiative and leadership. She has been the sole proprietor of Marketing Success, Director of Development for Beverly School for the Deaf and Director of Tourism for Thoroughbred Country in South Carolina. This varied experience prepared her for the complexity of leading a community organization.

Sue holds a B.A. in English/Communications with a Business Minor and frequently participates in business learning opportunities and training. Sue resides in Beverly, MA with her husband and three children. She is a member of the Beverly Rotary Club and St. Peter's Church and is involved in many aspects of the community through her work and family.

## Former CEOs

**Name**

**Term**

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Mr. Tom Gifford

Jan 1992 - July 2008

## Senior Staff

**Mrs. Heather Johnston**

**Title**

Director of Donor Relations

**Experience/Biography**

As Director of Donor Relations, Heather oversees all fundraising efforts, marketing/communications and volunteer activities.

Over the last 18 years, Heather has held various leadership roles in Development/Donor Relations for Easter Seals NH, Wide Horizons for Children and Anna Jaques Hospital. In addition, Heather has been actively involved in a variety of leadership roles, including President of the New England Association of Healthcare Philanthropy and has been on the national board of the Association for Healthcare Philanthropy. Heather has also been actively involved as a board member for the Greater Beverly YMCA and currently volunteers at the North Beverly Elementary School.

Heather holds a B.S. in Business with an Economics/Finance Minor. Heather resides in Beverly, MA with her husband and two daughters.

**Staff Information**

<b>Full Time Staff</b>	16
<b>Part Time Staff</b>	22
<b>Volunteers</b>	251
<b>Contractors</b>	1
<b>Retention Rate</b>	93%

**Staff Demographics - Ethnicity**

<b>African American/Black</b>	1
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	31
<b>Hispanic/Latino</b>	1
<b>Native American/American Indian</b>	0
<b>Other</b>	4 mixed race/undeclared

**Staff Demographics - Gender**

<b>Male</b>	9
<b>Female</b>	29
<b>Unspecified</b>	0

**Formal Evaluations**

<b>CEO Formal Evaluation</b>	Yes
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<b>CEO/Executive Formal Evaluation Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually
<b>NonManagement Formal Evaluation</b>	Yes
<b>Non Management Formal Evaluation Frequency</b>	Annually

## Plans & Policies

<b>Organization has a Fundraising Plan?</b>	Yes
<b>Organization has a Strategic Plan?</b>	Under Development
<b>Years Strategic Plan Considers</b>	5
<b>Date Strategic Plan Adopted</b>	Oct 2011
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	Yes
<b>Organization Policy and Procedures</b>	Yes
<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>	Exempt
<b>Permit?</b>	Yes

## Collaborations

The following represents a current list of partner agencies/groups.

Apple Village  
Be Healthy Beverly

Beverly Hospital, a Member of Lahey Health  
Beverly Housing Authority  
Beverly Public Schools  
Beverly Resource Group

Cape Ann Resource Exchange (CARE) Network

City of Beverly  
Fort Beverly  
North Shore Adult Education Partnership (NSAEP)  
North Shore Hunger Network  
North Shore Volunteer Resource Group

Awards

**Awards**

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
Senator Fredrick E. Berry Community Service Award	North Shore Community Action Program	2012
Non-Profit of the Year	Greater Beverly Chamber of Commerce	2013
Non-Profit of the Year	Essex County Community Foundation	2015
Top-rated Nonprofit	Great Nonprofits	2016

# Board & Governance

## Board Chair

<b>Board Chair</b>	Mr. Mark A. Paluzzi
<b>Company Affiliation</b>	Citizens Financial Group, Inc.
<b>Term</b>	Jan 2017 to Jan 2019
<b>Email</b>	mark.paluzzi99@gmail.com

## Board CoChair

<b>Board CoChair</b>	Mr. Mark Munoz
<b>Company Affiliation</b>	Jan Pro Cleaning Systems of MA
<b>Term</b>	Jan 2017 to Jan 2019
<b>Email</b>	mark.munoz@jan-pro.com

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mr. Edward Cahill	Eagle Strategies, LLC	Voting
Mr. Laurence Chase	The Fitzie Foundation	Voting
Mr. Steven Cohen	Retired	Voting
Mr. Gary Cowles	Retired	Voting
Ms. Sarah Creighton	Manchester Master Planning Committee	Voting
Mr. Stephen Curran	Beverly National Bank	Voting
Mrs. Melissa Dane	Brookwood School Parent's Association	Voting
Ms. Joey Gustafson	JM Consulting, Inc.	Voting
Mr. Peter Johnson	Retired	Voting
Mr. Jeremy McElwain	Keller Williams Realty	Voting
Mrs. Mimi McFadden	SchoolWorks, LLC	Voting
Mr. Mark Munoz	Jan Pro Cleaning Systems of MA	Voting
Ms. Bernadette Orr	NeighborWorks America	Voting
Mr. Mark Paluzzi	Citizens Bank & Trust	Voting
Mrs. Lori Panicali	Forever 21	Voting
Mr. Jeffrey Roberts	Nutter, McClennen & Fish, LLP	Voting
Mr. James Tallo	Retired	Voting
Mr. Joseph Trainor	Boston Hill Advisors	Voting
Ms. Sarah Willwerth-Dyer	Anthony & Dodge, PC	Voting

## Board Demographics - Ethnicity

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

<b>Caucasian</b>	18
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	1 mixed race

### Board Demographics - Gender

<b>Male</b>	11
<b>Female</b>	8
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	3
<b>Number of Full Board Meetings Annually</b>	5
<b>Board Meeting Attendance %</b>	68%
<b>Written Board Selection Criteria?</b>	Yes
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	95%
<b>Percentage Making In-Kind Contributions</b>	89%
<b>Constituency Includes Client Representation</b>	No

### Standing Committees

- Board Governance
- Resource Development
- Finance
- Executive
- Personnel
- Program / Program Planning

### Comments

#### **CEO Comments**

Beverly Bootstraps has undergone an impressive transformation from a grass-roots organization working out of the basement of a church to a lead social services agency within the community. In this time, the Board of Directors has transitioned from a hands-on, working Board to more oversight and strategy driven Board. This Board is committed to updating By-Laws, focusing on Board procedures and putting new governance structures in place to ensure the well-being of the organization. The commitment is so deliberate that it appears in the strategic plan.

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2017
<b>Fiscal Year End</b>	June 30, 2018
<b>Projected Revenue</b>	\$2,751,400.00
<b>Projected Expenses</b>	\$2,694,251.00
<b>Endowment?</b>	No
<b>Spending Policy</b>	N/A
<b>Credit Line?</b>	Yes
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	3

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Total Revenue</b>	\$2,718,364	\$4,910,921	\$2,355,432
<b>Total Expenses</b>	\$2,857,045	\$2,516,545	\$2,219,282

### Revenue Sources

<b>Fiscal Year</b>	<b>2016</b>	<b>2015</b>	<b>2014</b>
<b>Foundation and Corporation Contributions</b>	--	--	\$218,188
<b>Government Contributions</b>	\$10,495	\$8,000	\$9,300
<b>Federal</b>	--	--	--
<b>State</b>	--	--	--
<b>Local</b>	--	--	--
<b>Unspecified</b>	\$10,495	\$8,000	\$9,300
<b>Individual Contributions</b>	\$1,132,811	\$3,542,771	\$925,656
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$672,651	\$773,730	\$639,200
<b>Investment Income, Net of Losses</b>	\$2,590	\$3,094	\$2,832
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$197,730	\$44,503	\$88,926
<b>Revenue In-Kind</b>	\$695,881	\$511,823	\$470,208
<b>Other</b>	\$6,206	\$27,000	\$1,122

### Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$2,161,077	\$1,829,243	\$1,712,329
Administration Expense	\$118,322	\$155,741	\$67,871
Fundraising Expense	\$577,646	\$531,561	\$439,082
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.95	1.95	1.06
Program Expense/Total Expenses	76%	73%	77%
Fundraising Expense/Contributed Revenue	43%	15%	35%

### Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$5,953,316	\$4,943,586	\$1,988,539
Current Assets	\$1,191,717	\$1,545,808	\$1,024,353
Long-Term Liabilities	\$2,177,210	\$643,104	\$284,582
Current Liabilities	\$126,187	\$511,882	\$309,733
Total Net Assets	\$3,649,919	\$3,788,600	\$1,394,224

### Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	9.44	3.02	3.31

### Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	37%	13%	14%

### Top Funding Sources

Fiscal Year	2016	2015	2014
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

Beverly Bootstraps has been in transition the last two years. While we are very happy to work in our fantastic new facility, it has come with some challenges and adjustments including construction on Rantoul Street and some increased facility costs such as snow removal and utilities.

As we look toward FY18, we anticipate that the construction along Route 1A will be completed, allowing for increased and improved access to our Thrift shop. For twelve of the last fourteen months the availability of parking for shoppers has been greatly affected. Throughout all of this our thrift shop revenues have increased but have not reached the original budget projections.

The organization has access to both a board restricted reserve fund and a line of credit that will cover the organization's cash flow. Our balance sheet remains strong and the organization continues to be sustainable.



**Foundation Staff Comments**

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