



# The Giving Common

An Initiative of the Boston Foundation

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

Project Hope (Little Sisters of the Assumption Family Health Services, Inc.)



Current

## General Information

550 Dudley Street  
Roxbury, MA 02119  
(617) 442-1880

**Website**

<http://www.prohope.org>

**Organization Contact**

Christine Dixon [info@prohope.org](mailto:info@prohope.org)

**Year of Incorporation**

1981

# Statements & Search Criteria

## **Mission Statement**

Project Hope works in partnership with families so they can move up and out of poverty. We do this by: being a catalyst for change in the lives of families and in the systems which keep them poor; developing and providing family support solutions for homelessness and poverty; and advocating for just public policies that strengthen families. We do this in collaboration with a multitude of organizations that support these goals.

## **Background Statement**

Located in the Dudley neighborhood, one of Boston's poorest, Project Hope has worked in partnership with families since 1981, helping them overcome homelessness and move up and out of poverty. The agency was founded by The Little Sisters of the Assumption, who first moved to the area more than 60 years ago. In response to the family housing crisis of the 1980's, the Sisters established one of the first emergency family shelters in the state and launched Project Hope. Today the agency offers an array of direct services, including temporary housing, housing search assistance, adult basic education, and job training and placement, to assist families in gaining the resources and skills to overcome homelessness and poverty. Together these programs serve hundreds of families and community members each year. In 2006, Project Hope opened a new Community Building on Dudley Street. It is the first green building in Roxbury, earning silver LEED certification from the U.S. Green Building Council. It is also a neighborhood center for job training and employment placement, adult education, housing assistance, and more. Just a few blocks away, Project Hope's original site remains home to its Family Shelter.

## **Impact Statement**

Project Hope works to have an impact at both the family level, empowering families through education, housing stability and job training, and at the community level. Empowering homeless and low-income families in Dorchester and Roxbury for 30 years is Project Hope's greatest achievement. As residents' needs evolve, the agency worked hand-in-hand with the community, encouraging them to dream and advocate for themselves, while simultaneously providing pathways and resources to see those dreams realized. Significant achievements include:

- Project Hope was the first shelter to build affordable housing in the area: the Magnolia Street Cooperative Housing;
- Project Hope built the first silver LEED certified building in Roxbury, sparking the development of affordable housing, commercial space, and community gardens in the Dudley neighborhood;
- Project Hope is a founder and board member of the Dudley Street Neighborhood Initiative (DSNI);
- Our workforce development program was chosen as a 2010 Social Innovation Forum winner; and
- We created a Speakers Bureau composed of present and former participants who travel throughout greater Boston to share their stories and highlight solutions to poverty and homelessness.

## **Needs Statement**

Since its founding in 1981, Project Hope has seen the Dudley neighborhood transformed from a community on a steep decline with trash-ridden empty lots, absentee landlords who burned down homes to force poor tenants out, and twelve garbage transfer stations, to a revitalized neighborhood with newly built affordable housing, community gardens, and thriving businesses.

But while the infrastructure of the neighborhood has improved, the social economics have not. Many residents in the Dudley neighborhood and surrounding areas continue to struggle to overcome the disadvantages of poverty. According to a report from The Boston Foundation's Boston Indicators Project, in Roxbury, Dorchester and Mattapan, 42 percent of children live in poverty, and 50 percent of residents lack a high school diploma.

On February 23, 2017, the Boston Globe reported that the number of homeless families in Massachusetts has more than doubled in nine years, an increase that is sadly among the highest in the nation, according to a report by the Boston Foundation.

More than 33,000 families — or more than 100,000 people — have spent at least one night in a homeless shelter since 2008, said the report, which analyzed the statewide housing trends of families. Families make up more than half the state's homeless population, a reality in only one other state (New York), according to the report. "It is impossible to read [the report] without thinking about the people behind the statistics: the families, especially the children, whose heartbreaking struggles with homelessness are influencing virtually everything about their lives and their futures," said Paul S. Grogan, president of the foundation. Children make up 60 percent of the 13,000 people who are experiencing family homelessness in Massachusetts. It is within this context that Project Hope works to fulfill our mission.

## Service Categories

Homeless Services/Centers

Temporary Housing

Job Training

## Geographic Areas Served

Project Hope serves families primarily from the Roxbury and Dorchester sections of Boston. Others hail from Mattapan, Mission Hill, Roslindale, and Jamaica Plain.

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

# Programs

## **Housing Services**

**Description**

Project Hope's Housing Services helps hundreds of individuals and families each year to secure or retain their housing. Housing case managers work with families to address needs such as child care, adult education and workforce development, housing search and income maximization. We also use flexible funding from private sources to prevent eviction, thus keeping families housed and out of shelters. Many of the families we serve are paying well over 50% of their income on rent. Inevitably, these families fall behind on rent and are in need of intervention to help them resolve the immediate crisis and maximize their income so that they are in a better position to retain their housing. Project Hope is able to help families stabilize their housing while providing case management services focused on providing the tools and supports they need to maintain their housing.

**Budget**

1512866

**Category**

Housing, General/Other Housing Counseling

**Population Served**

Homeless, ,

**Program Short Term Success**

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**Program Long term Success**

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**Program Success Monitored By**

ETO

**Examples of Program Success**

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## Family Shelter

<b>Description</b>	The Family Shelter offers a high-quality, caring shelter environment for 11 families who have become homeless. One of the first homeless family shelters in the state, the Family Shelter is now a model for its respectful and empowering approach. It is a safe and supportive home for women and their children and strives to empower families on their path out of poverty through a combination of high quality care and services. We partner with the families in our Shelter as they face the difficulties of finding and keeping permanent housing: long waiting lists for public housing (currently five years or more); fewer subsidies for market rate housing; increasing rents; rising costs for heat, food and child care; and low numbers of slots for job training programs. The challenges are daunting and discouraging. Families routinely arrive at the shelter with few belongings. Through the provision of basic necessities—bedding, clothing, food, and personal care items—Project Hope brings a measure of increased comfort, dignity, and care for the women and children who call the Shelter their temporary home.
<b>Budget</b>	949592
<b>Category</b>	Housing, General/Other Homeless Shelter
<b>Population Served</b>	Families, ,
<b>Program Short Term Success</b>	.
<b>Program Long term Success</b>	.
<b>Program Success Monitored By</b>	ETO
<b>Examples of Program Success</b>	.

## Job Training and Placement

### Description

Our Workforce Development & Employer Partnerships (WDEP) program was founded in 2004 and prepares low-income residents of Boston, particularly from the impoverished Roxbury and Dorchester neighborhoods, for mid- and entry-level employment in the health care field through partnership with the area's largest hospitals. At twice monthly Open Houses, all interested applicants undergo screening and assessment. WDEP enrolls 100 people each year, primarily single mothers who support their families while earning just over \$20,000 each year. These residents need a pathway out of poverty, and WDEP's job training fills this critical community need. WDEP has formal agreements with Partners HealthCare, one of the area's biggest employers, which offers interviews and the potential for employment for WDEP graduates. WDEP also has relationships with Children's Hospital, Beth Israel Deaconess Hospital, Brigham and Women's Hospital and Boston Medical Center. An additional collaboration with Tufts Health Plan provides WDEP participants access to customer service positions in Tufts' call centers. Through classroom instruction, job placement services, and case management, WDEP ensures participants have the skills and supports necessary to obtain and retain employment and achieve self-sufficiency.

Project Hope's Family Child Care Business Enterprise (FCCBE) maintains a robust network of 20 highly trained home-based family day care providers. FCCBE helps with licensing and business set-up, serves as the conduit for state child care subsidies, ensures quality services, and works with the providers long-term on their continued educational and professional development. Many of the children enrolled in our child care program are at risk for difficulties with healthy development and future school performance, and face challenges such as family homelessness and poverty, parental job instability, and parents with limited education. The families we see are desperate for subsidized child care so the parents can work or attend school. FCCBE fills a critical gap in child care services for many low-income families in the community.

### Budget

1805621

### Category

Employment, General/Other Job Training & Employment

### Population Served

Families, ,

### Program Short Term Success

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### Program Long term Success

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### Program Success Monitored By

ETO

### Examples of Program Success

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## Adult Education Services

<b>Description</b>	The Adult Educational Services (AES) program was created in 1990 in response to the expressed needs of the homeless women residing in Project Hope's Family Shelter who knew that without adequate education they could not find a sustainable path out of poverty. Out of this commitment to the women, AES was born. AES offers Adult Basic Education (ABE) classes aimed at increasing basic literacy and preparing women to pass the exams needed to obtain a high school equivalency. In addition, AES serves women through an English for Speakers of Other Languages (ESOL) program.
<b>Budget</b>	598055
<b>Category</b>	Education, General/Other Adult Education
<b>Population Served</b>	Females, ,
<b>Program Short Term Success</b>	.
<b>Program Long term Success</b>	.
<b>Program Success Monitored By</b>	ETO
<b>Examples of Program Success</b>	.

## Speakers Bureau

<b>Description</b>	Project Hope's Speakers Bureau is made up of 50 ambassadors to whom we offer workshops on a wide variety of topics related to public speaking. The women gather to share a meal, see presentations and participate in skill and confidence building activities. Workshop topics have included communicating with presence, dealing with awkward situations, and using small talk to have a big impact. Throughout the year, Ambassadors go on speaking engagements to share their experience and strength to audiences large and small. While at engagements, Ambassadors have the opportunity to network with a variety of people. In addition, seasoned Ambassadors serve as mentors for new members, helping them with workshop activities, offering support and feedback and answering questions.
<b>Budget</b>	50000
<b>Category</b>	Public, Society Benefit, General/Other
<b>Population Served</b>	Females, ,
<b>Program Short Term Success</b>	.
<b>Program Long term Success</b>	.
<b>Program Success Monitored By</b>	ETO
<b>Examples of Program Success</b>	.

# Management

## CEO/Executive Director

**Executive Director** Ms. Mary Jo Bane  
**Term Start** July 2017  
**Email** mjbane@prohope.org

### **Experience**

Mary Jo Bane assumed leadership as Interim Executive Director of Project Hope on July 1, 2017. Mary Jo is a Thornton Bradshaw Professor of Public Policy and Management Emerita at the Harvard Kennedy School of Government, where she has taught and conducted research in the areas of public management, poverty, welfare, and social policy. Mary Jo has served as assistant secretary for Children and Families at the US Department of Health and Human Services and as Commissioner of the New York State Department of Social Services.

## Co-CEO

**Co-CEO** Ms Christine E Dixon  
**Term Start** Jan 2011  
**Email** cdixon@prohope.org

### **Experience**

Christine joined Project Hope in January 2011. She is a Licensed Independent Clinical Social Worker with a Master's degree in Social Work from Boston University and a Bachelor's degree from the College of the Holy Cross. She has worked in the field of Human Services for over 18 years. Her experience is primarily in working with children and families around issues of homelessness. Prior to joining Project Hope, Christine worked for the Massachusetts Department of Public Health with families placed in hotels, motels and scattered site shelters by the Department of Housing and Community Development. Prior to this, Christine worked nearby at the Dimock Community Health Center in Roxbury, where she was the Mental Health Specialist in their Head Start and Early Head Start programs providing play therapy services to children, technical assistance to classroom teachers and training for staff and parents.

As Deputy Director, Christine works hand in hand with Linda Wood-Boyle to chart Project Hope's future growth and strategic response to an ever-increasing demand for the organization's services. She has both internal and external responsibilities, ranging from program management and development to administration roles within the agency.

## Former CEOs

<u>Name</u>	<u>Term</u>
Sr. Margaret Leonard	Jan 1981 - Sept 2015
Linda Wood_Boyle	Sept 2015 - July 2017

## Senior Staff

### **Carol Ann McAuliffe**

**Title** Director of Finance

**Experience/Biography**

Carol Ann McAuliffe joined Project Hope’s Board of Directors in 2003. For the past 8 years, she served as the Treasurer of the Board. In November 2011 she joined Project Hope’s staff as the Director of Finance. Prior to joining Project Hope’s staff, Carol Ann worked for 20 years at Fidelity Investments. She most recently held the position of Vice President in the operations area at Fidelity. She is highly skilled in the areas of accounting, operations management, project management, new product implementation and business planning.

Carol Ann has an undergraduate degree from Boston College and a MBA from Boston University.

**Staff Information**

<b>Full Time Staff</b>	44
<b>Part Time Staff</b>	11
<b>Volunteers</b>	100
<b>Contractors</b>	0
<b>Retention Rate</b>	94%

**Staff Demographics - Ethnicity**

<b>African American/Black</b>	11
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	20
<b>Hispanic/Latino</b>	24
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

**Staff Demographics - Gender**

<b>Male</b>	7
<b>Female</b>	48
<b>Unspecified</b>	0

**Formal Evaluations**

<b>CEO Formal Evaluation</b>	Yes
<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>	Yes
<b>Years Strategic Plan Considers</b>	1
<b>Date Strategic Plan Adopted</b>	June 2013
<b>Does your organization have a Business Continuity of Operations Plan?</b>	No
<b>Management Succession Plan?</b>	Under Development
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	No
<b>Directors and Officers Insurance Policy</b>	Yes
<b>Is your organization licensed by the Government?</b>	Yes
<b>Permit?</b>	Yes

## Collaborations

Project Hope has developed numerous relationships with partner agencies. Our Workforce Development and Employer Partnership (WDEP) program has formal relationships with Partners HealthCare and Tufts Health Plan, which offer tremendous career opportunities to our target population of low-income women and single mothers. Jumpstart, a program linking college students with early childhood education activities, chose our Family Child Care Business Enterprise (FCCBE) program as a site for a project designed to enhance literacy curriculum in family child care programs. FCCBE also partners with Urban College to offer college-level courses on-site at Project Hope. Courses are free to FCCBE providers, as well as providers from other networks. FCCBE is also part of the Boston Medical Center Vital Village initiative, improving the lives of children through educational programming for parents. Families in our Shelter have access to on-site health care through our collaboration with Boston Health Care for the Homeless. As part of the Boston Promise Initiative, our Housing Services program partners with the Dudley Street Neighborhood Initiative and Boston Public Schools to support homeless families with children enrolled in three neighborhood schools. Housing Services is also a member of a team headed by the Boston Medical Center Children’s Health Watch to implement a “housing pharmacy” for families who receive care at BMC and are experiencing housing instability. Lastly, Project Hope partners annually with John Hancock and the Boston Athletic Association to sponsor a Project Hope Boston Marathon Team.

## Awards

**Awards**

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
2010 Social Innovator - Employment and Education	Root Cause - Social Innovation Forum	2010

### External Assessments and Accreditations

<b>Assessment/Accreditation</b>	<b>Year</b>
National Association for the Education of Young Children (NAEYC) - 5 Year Accreditation	1998

# Board & Governance

## Board Chair

<b>Board Chair</b>	Ms. Maureen Pompeo
<b>Company Affiliation</b>	Strategic Consulting
<b>Term</b>	Jan 2006 to Jan 2018
<b>Email</b>	mpompeo@prohope.org

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Mary Jo Bane	Harvard Kennedy School	Voting
Michelle Botus	One Family Scholar, Sociology	Voting
Richard Burns	Chief Executive Officer, NHP Foundation	Voting
Andrea Corcoran	General Counsel, ToleRx, Inc.	Voting
John Egan	Partner, Goodwin Proctor LLP	Voting
Ms Donna Haig Friedman	Center for Social Policy, U Mass Boston	Voting
John Gallagher	Loomis, Sayles & Company	Voting
Jay Gonzalez	CeltiCare Health & New Hampshire Healthy Families	Voting
John Markey	Partner, Mintz Levin Cohn Ferris	Voting
Adelene Perkins	Chief Business Officer, Infinity Pharmaceuticals	Voting
Maureen Pompeo	Strategic Consulting	Voting
Lawanda Riggs	One Family Scholar, Accounting	Voting
Jeri Robinson	Vice President, Early Childhood Division, Boston Children's Museum	Voting
Janine Salyards	Duff & Phelps	Voting
Robert Shanley	Financial Consultant	Voting
Robert Spellman	Finance	Voting

## Board Demographics - Ethnicity

<b>African American/Black</b>	29
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	71
<b>Hispanic/Latino</b>	0
<b>Native American/American Indian</b>	0
<b>Other</b>	0 0

## Board Demographics - Gender

<b>Male</b>	35
<b>Female</b>	65
<b>Unspecified</b>	0

### Board Information

<b>Board Term Lengths</b>	3
<b>Board Term Limits</b>	2
<b>Number of Full Board Meetings Annually</b>	4
<b>Written Board Selection Criteria?</b>	No
<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

# Financials

## Fiscal Year

<b>Fiscal Year Start</b>	July 01, 2017
<b>Fiscal Year End</b>	June 30, 2018
<b>Projected Revenue</b>	\$5,704,824.00
<b>Projected Expenses</b>	\$5,770,419.00
<b>Endowment?</b>	Yes
<b>Endowment Value</b>	\$168000.00
<b>Spending Policy</b>	Income plus capital appreciation
<b>Credit Line?</b>	Yes
<b>Reserve Fund?</b>	Yes
<b>Months Reserve Fund Covers</b>	6

## Detailed Financials

### **Revenue and Expenses**

<b>Fiscal Year</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
<b>Total Revenue</b>	\$5,163,987	\$4,436,535	\$5,629,336
<b>Total Expenses</b>	\$5,731,418	\$4,746,964	\$4,893,674

### **Revenue Sources**

<b>Fiscal Year</b>	<b>2017</b>	<b>2016</b>	<b>2015</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>	\$1,422,377	\$1,423,539	\$1,600,691
<b>Indirect Public Support</b>	--	--	--
<b>Earned Revenue</b>	\$3,161,771	\$2,351,802	\$2,506,046
<b>Investment Income, Net of Losses</b>	\$35,210	\$28,825	\$30,616
<b>Membership Dues</b>	--	--	--
<b>Special Events</b>	\$260,710	\$654,561	\$385,526
<b>Revenue In-Kind</b>	\$148,919	\$155,808	\$231,979
<b>Other</b>	\$135,000	(\$178,000)	\$874,478

### Expense Allocation

Fiscal Year	2017	2016	2015
Program Expense	\$4,454,879	\$3,574,355	\$3,737,714
Administration Expense	\$871,452	\$773,190	\$820,874
Fundraising Expense	\$405,087	\$399,419	\$335,086
Payments to Affiliates	--	--	--
Total Revenue/Total Expenses	0.90	0.93	1.15
Program Expense/Total Expenses	78%	75%	76%
Fundraising Expense/Contributed Revenue	24%	19%	17%

### Assets and Liabilities

Fiscal Year	2017	2016	2015
Total Assets	\$6,642,376	\$7,258,773	\$7,833,624
Current Assets	\$1,457,641	\$1,228,532	\$1,698,886
Long-Term Liabilities	\$50,000	\$60,000	\$70,000
Current Liabilities	\$470,949	\$453,877	\$433,360
Total Net Assets	\$6,121,427	\$6,744,896	\$7,330,264

### Short Term Solvency

Fiscal Year	2017	2016	2015
Current Ratio: Current Assets/Current Liabilities	3.10	2.71	3.92

### Long Term Solvency

Fiscal Year	2017	2016	2015
Long-Term Liabilities/Total Assets	1%	1%	1%

### Top Funding Sources

Fiscal Year	2017	2016	2015
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

### 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 as the breakout was not available.

The data above reflects Project Hope only, and does not include the affiliates, Community Hope and Co-Opportunity, Inc. Per the 2016 audit, Project Hope provided financial management services to Co-Opportunity. During fiscal year 2015, Co-Opportunity transferred the Property to Project Hope, who assumed the related debt. Subsequent to transfer, Co-Opportunity dissolved during fiscal year 2015.

Please note, the Other revenue category above, across all three years posted, includes items such

as capital grants, gain (loss) on purchase (sale) of land, forgiveness of debt and unrealized gain on investments. Other for FY15 above includes net gain on unwind of Co-Opportunity Inc.