



Miami Valley Fair Housing Center, Inc.

21-23 East Babbitt Street

Dayton, OH 45405

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Jim McCarthy, President/CEO

June 24, 2011

Ginny Strausburg, Executive Director
The DP&L Company Foundation
1065 Woodman Drive
Dayton, OH 45432

RE: DP&L Earned Income Project

Dear Ginny:

I apologize for taking so long to get you this note of appreciation, but I kept putting off writing it because I wanted to be sure to have the time to sufficiently describe how appreciative I am of the opportunity extended to the Miami Valley Fair Housing Center to participate in the first cohort of the DP&L Earned Income Project (EIP).

When I first received the invitation for the EIP, I wondered whether I could afford the time for myself and the strategic managers at the Fair Housing Center to participate. I am extremely glad that I decided to make the time, because I firmly believe that the EIP was one of the most valuable training sessions that I have ever participated in. I believe the EIP is valuable on many levels, but perhaps most importantly it created an opportunity for me and key strategic managers to step back from our day-to-day work, and really spend quality time evaluating our organization's offerings in the community and making informed decisions about how best to pursue new opportunities in the next one to two years.

Although I have been using Mark Light's *Results Now* process at the Fair Housing Center since early 2008, I learned a tremendous amount through the DP&L Earned Income project, and was able to immerse my staff in the process to the point that they too now have a good understanding and deep appreciation for the value of the process for planning, documentation and evaluation purposes. I also thoroughly enjoyed the opportunity to work, debate and learn from the other participants in the cohort, many of whom were folks that I knew by reputation but had never had the opportunity to work directly with. I think that one of the unspoken values of the DP&L EIP is that it brought together highly effective and accomplished individuals and created a prolonged classroom environment in which we could learn from one another. I personally place great value on the opportunity to share ideas and "risk" thinking wildly outside of the box in front of people that I admire, knowing that I would receive honest feedback based upon years of experience in non-profit work and management. This is a unique opportunity that I have not found in any other setting, and one that I think is invaluable to the future success of the work of the Fair Housing Center.

In closing, I want to say simply and sincerely, THANK YOU for one the most valuable training and educational opportunities of my career. I am confident that the tools that I took away from the EIP will serve me for years into the future.

Sincerely,

A handwritten signature in blue ink that reads "Jim McCarthy".

Jim McCarthy
President/CEO



June 2, 2011

Ginny Strausberg
Executive Director, Dayton Power & Light Foundation
P.O. Box 1247
Dayton, Ohio 45401-1247

Dear Ginny,

I am writing to express my profound gratitude for the opportunity you provided Muse Machine through the Earned Income Project workshops with Mark Light. The instruction from Mark and the rigorous process he led us through have been nothing short of spectacular. I can say with certainty that it has changed Muse Machine forever. He forced us to take a hard, honest look at our core competencies and the changing landscape of the school markets we serve. Mark's enthusiasm and his proven methodologies have caused us to have one "light bulb moment" after another.

We have long known that earned income is vitally important to our health and stability – indeed, earned income comprises between 55-60% of our revenues each year. But our earned income has grown stagnant and is in danger of declining: public school culture is changing and Muse Machine, in the ways we deliver arts education programs, has failed to change with the times in some key ways. The exception is our Elementary Program, with which we got it right five years ago by shifting from an arts appreciation model to a core curriculum-based, artist residency model. That has proven to be a program that schools are still willing to pay for. Now, through the process Mark led us through, we have strong ideas for exercising the same kind of transformation on our Secondary Program for grades 6-12.

Mark is a passionate and knowledgeable teacher. His capacity building exercises are brilliant. The classes at the DAI were instructive and a pleasure; but he also met with us one-on-one and helped us generate pages of new ideas that are mission-centered. He also forced us to kill those ideas we do not have the capacity to execute by reminding us constantly that strategy is deciding what *not* to do – something I easily forget, in my desire to do *everything, right now!* In essence, he was able to meld, for the first time in a long time, the two minds of Muse Machine: the Muse (the inspiration) and the Machine (the business model and arts delivery system). They are working in tandem now and I predict that we are on a path to sustainability and growth for our Secondary Program.

So, I can't thank you enough. Not only do you direct generous funding toward our organization – now you are directing invaluable coaching our way. DP&L Foundation is a model for corporate philanthropy and Muse Machine will continue to sing your praises from the rooftops whenever we can.

Very sincerely yours,

Luke Dennis
Executive Director

FOUNDER Suzy Bassani

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