

# Annual Report 2022



**Dear Friends and Supporters,**

We are so proud of our team for courageously stepping into a new vision. Over the last year, we've led a strategic planning process for our organization -- wrestling with questions of who we were, who we are, and who we want to be. We're no longer going to be New York's best kept secret -- we're going to be out there, making sure that the nonprofits on the front lines of social justice are anchored in strong foundations and infrastructure that enables them to reach untold heights.

Today, we emerge with a bold call for action for ourselves. Our strategic priorities are (1) ensuring that our programs continue to be transformative and responsive to the evolving needs of the sector; (2) boldly staking a claim in the marketplace of ideas; and (3) ensuring that we have a strong infrastructure to deliver on our promises. We're bringing all the heft of 44+ years of history -- of seeing and supporting nonprofits and leaders through it all -- hurricanes, terrorism, financial and political upheavals, and uprisings to more directly, intentionally, care-fully, living into this new direction.

Amidst all our strategic planning, our team continued to provide vital support to over 310 clients organizations and reached nearly 1,000 nonprofit leaders! Our team helps develop, connect, and support nonprofit leaders who hold so much for their communities. Together, we mourn, grieve, laugh, and celebrate. Being a leader can often feel lonely. Who supports nonprofit leaders throughout it all? Our team does.

Even as we enter a new chapter of our organizational journey, we renew our commitment to centering people, particularly those who come from communities who are not typically centered in our sector -- BIPOC, queer, immigrant, low income, to name a few -- but whose spirit and energy help movements move forward. We commit to being iterative, curious, unafraid, and bold -- and we invite you to join us, support us, along the journey.

Warmly,

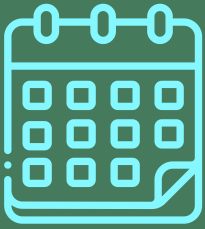
**Tiloma Jayasinghe**

President & CEO

**Amer S. Ahmed**

Chair, Board of Directors

## Our Impact



44 Years of Leading  
the Sector



93% of Clients Recommend  
CRE's Services



310+ Client  
Organizations Served

## What Clients Are Saying

"[CRE] consultants were positive, affirming, and gentle but also kept us moving forward and responded to our learning/growing needs."

"Very professional but also warm and supportive. I think the work was done so well and communication was excellent."

"We had a wonderful engagement and appreciate the hard work you led us through to get the end result."

## Our Clients



# Strategic Direction (2023-2026)

Renewing our vision by wholly living into each letter of our name:

**Community + Resource + Exchange**

Our strategic plan codifies our commitment to serve and shape the sector by centering equity and anti-oppressive practices, by centering the experiences of BIPOC people and their communities, and by centering the power of community-based organizations. We commit to doing this by wholly living into each letter of our name: Community + Resource + Exchange.

The values that underpin our name make us unique in the sector because:

We are of the **Community**. We are a community-focused organization that is deeply rooted in New York City's neighborhoods and the nonprofits that serve them. We know that community-based organizations are at the heart of social change, and it's time they were resourced to thrive. We also know that some communities have been historically marginalized, and our values require us to center the people from those communities and the power and knowledge they bring.

We provide **Resources** in the form of our services and support so that our clients can achieve their impact and success. We believe that our role is to make sure that everyone who works with us feels more resourced. That may mean more connected, more problems solved, more success achieved, or simply more rested. CRE believes that the main impact of our work is that we help an under-resourced sector feel more cared for and abundant.

We support the **Exchange** of knowledge, resources, relationships, and care through everything we do. CRE is good at what it does because we know that relationships are at the heart of everything and we've been building relationships for over 40 years. Relationships, sharing ideas, complaints, and hugs, is so important to all of us, and supporting our clients through our work means making space for the exchange of all that. We also support the resource-sharing between clients because that's what the nonprofit sector does when it gets together -- we share and build power together.

## Strategic Priorities



### Transformative Programs

CRE adopts and uplifts liberatory approaches that result in organizations that center people and equity, achieve greater impact, courageously manage risk, strategy and innovation, and are filled with inspired people.



### Bold Presence in the Marketplace of Ideas

CRE has a strong stake in the marketplace of ideas and is a trusted convener of nonprofits and uses its experience to set forth innovative ideas, approaches, tools, and practices. We boldly uplift our vision for anti-oppressive and liberatory practices for the sector.



### Strong CRE

CRE has a sustainable business model, a joyful and supportive culture, strong values, and the systems and processes to support strong teamwork, ensure high quality work, provide useful data and ensure transparency and accountability. It is supported by an anti-racist board of directors.

## Impact Measures

Organizations who work with CRE are:

- More connected to CRE and to their peers in the ecosystem to strengthen our collective power for social change.
- Spaces that center people and equity.
- Achieve greater impact.
- Managing risk, strategy, and innovation with courage and care.
- Filled with inspired people.

People who work with CRE know they are cared for and:

- Feel more confident in their skills and abilities to make change within their organizations.
- Are not afraid to try new things.
- Learn to be uncomfortable.
- Feel brave.
- Are not afraid to fail.
- Have boundaries that are respected.
- Are better equipped to manage people.

# Strengthening the Social Sector



"Don't Rebuild, Upbuild! -- Reimagining Nonprofit Infrastructure"

Tiloma Jayasinghe



SIPS & Leadership with Surabhi Lal

Unique Brathwaite



Leadership Carecapacity: Disrupting the Nonprofit Burnout Cycle

Unique Brathwaite & Tiloma Jayasinghe



Leadership in Uncertain Times / Radical Self Care

Unique Brathwaite



"Liberating Human Resources: Finding a Path to a New HR Paradigm"

Jean Lobell



"Making Meaning: Panel & Workshop"

Carlene Buccino, Oseloka Idigbe, Elan Joseph & Brad Luckhardt



"Getting Your Board Beyond the D in DEIA"

Jeff Ballow & Andrea J. Rogers



"3 Lessons from the Ongoing Pandemic -- By and For Nonprofit Leaders"

Elan Joseph



Alliance for Nonprofit Management Conference: The Journey Forward: Moving From Mud to Clay

Andrea J. Rogers



# Highlights of Our Impact

## CRE Rising Fund:

The CRE Rising Fund helps catalyze strategic growth and success for small nonprofit grantees through three-month long, no-cost, strategic planning engagements. This year, we are thrilled to partner with three incredible New York-based, BIPOC-centered nonprofit organizations in strengthening their work.



### East New York Community Land Trust

East New York Community Land Trust (ENYCLT) aims to protect, stabilize and expand the stock of affordable homes, locally-owned small businesses and green spaces in East New York and Brownsville for the benefit of low-to moderate-income, Black and brown residents. The ENYCLT exerts control over the built, social, and natural environment through community organizing, education, and property ownership.



### Not On My Watch

Not On My Watch, Inc. combats human trafficking and domestic violence through education and training, community and policy advocacy, providing resources and housing for victims and survivors, and shelter for the homeless.



### Staten Island Not For Profit Association

Staten Island Not for Profit Association, Inc. provides resources, support, and advocacy for the borough's nonprofit leaders and organizations to help strengthen our sector and meet the needs of our communities.

"We are so excited to be a CRE Rising Fund 2022 Awardee! Over the last two years, we have laid the groundwork by doing grassroots organizing to establish ourselves as truly democratically controlled by resident volunteers. This opportunity will help take our organization to the next level by supporting us in strategic and business planning so we develop a sustainable internal infrastructure."

Boris Santos  
Treasurer, Board of Directors, East New York Community Land Trust

# Highlights of Our Impact

## Leadership & Management Training

Resiliency isn't innate. It's developed. CRE's Leadership & Management Training programs are built on the idea that with the right set of supports, resilient leaders are made. And we have the track record to prove it. For nearly twenty years, we've trained thousands of nonprofit leaders with skills and tools to success. And this year, we've supported nearly 100 leaders through CRE's flagship cohort programs: Leadership Caucus, High Performing Managers Initiative, and New Managers Institute.

**Leadership Caucus** is a well-respected seven-month leadership development program for early-career Executive Directors and highly qualified senior leaders. Since 2005, it has nurtured hundreds of social sector leaders and provided foundational tools to build their leadership skills. Although held virtually this year, the indelible impact of the Caucus was no different from years prior. Participants had a 100% satisfaction rate overall.

**High Performing Managers Initiative** is a seven-month leadership development program for mid-career managers. It offers leadership tools and frameworks for these emerging leaders to leverage their individual strengths to effectively navigate their positionality in their respective organizations. Topics covered included: Leading and Managing Toward Success; Managing for Repeated Success; Identity and Situational Leadership; and Maximizing Influence and Impact.

**New Managers Institute** is a seven-month leadership development program for emerging managers. It offers leadership tools and frameworks for these emerging leaders to leverage their individual strengths to effectively navigate their positionality in their respective organizations. Topics covered included: Understanding Supervision; Delegation; Feedback and Managing Up; and Effective Coaching. In 2022, participants reported the largest gains in: (1) increased self-awareness about strengths and areas for growth as a supervisor; (2) increased understanding of effective supervisor-supervisee relationships; and (3) increased ability to delegate effectively. "The NMI training allowed me to see what I needed in my own supervision and the pieces I hold as I supervise, but also the pieces that don't belong to me and that I need to release."



# Highlights of Our Impact

## Consulting:

CRE's consultants provided strategic guidance and support to over 310 organizations. From small grassroots organizations to long-established institutions, we've provided support on board governance, risk management, talent management, team effectiveness, and more.



97% of clients would likely/very likely re-engage with CRE



96% of clients said that CRE has helped them/their organization achieve effective leadership



96% of clients had positive/very positive interactions with CRE Consultants

"Everyone needs to go to [CRE] for some solitude, for some peace, for inclusion, for warmth, for love... [for you] to tap into you. If you're really invested in moving forward and being intentional with your life... you would definitely be involved with CRE."

Reverend Sharon White-Harrigan  
Executive Director, The Women's Community Justice Association

Diversity, Equity, Inclusion, Accessibility  
Team Effectiveness  
Board Governance  
Innovation

Strategic Planning  
Coaching  
Risk Management  
Talent Management

# FY22 Annual Report Finances

## OPERATING REVENUE & SUPPORT

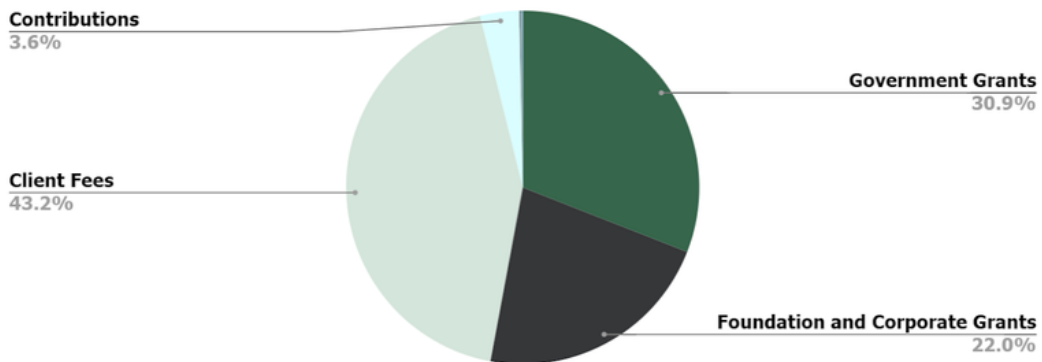
Government Grants	\$1,262,845
Foundation and Corporate Grants	\$897,281
Client Fees	\$1,761,612
Contributions	\$145,611
In-Kind Contributions	\$8,079
Investment Revenue	-\$194,389
Other Revenue	\$5,572
<b>Total Revenue</b>	<b>\$3,886,611</b>

## OPERATING EXPENSES

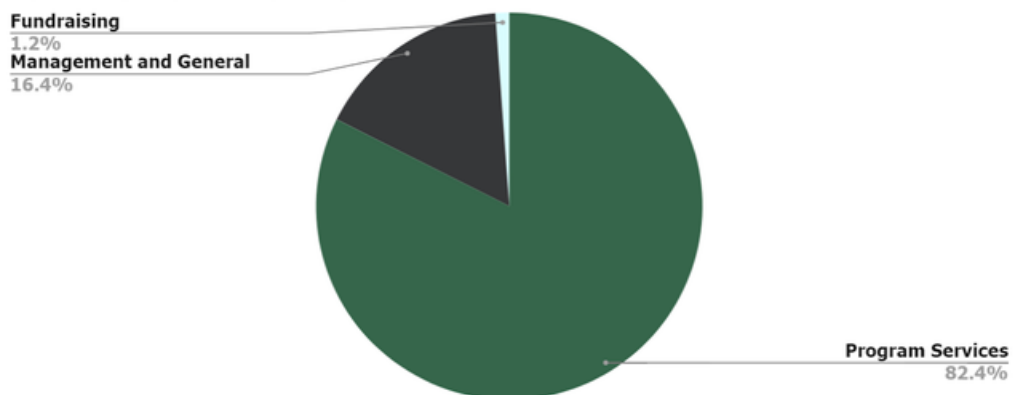
Program Services	\$3,264,392
Management and General	\$650,798
Fundraising	\$45,883
<b>Total Operating Expenses</b>	<b>\$3,961,073</b>

Total net assets without donor restrictions, beginning of year	\$3,660,841
Total net assets without donor restrictions, end of year	\$3,586,379
<b>Change in total net assets without donor restrictions</b>	<b>-\$74,462</b>

### Operating Revenue and Support (FY22)



### Operating Expenses (FY22)



# Clients & Partners

826 National  
82nd Street Academics  
ABFE  
African Refugee  
AHRC New York City  
Alex House Project  
Ali Forney Center  
All Our Kin  
Alliance for Higher Education in Prison  
Amazing Works  
American Express  
ANSOB Center for Refugees  
Arab-American Family Support Center  
Art Start  
Ashoka  
Asian American Federation  
Asian Americans for Equality (AAFE)  
Asian Women's Christian Association (AWCA)  
Astor Services for Children & Families  
AXS Lab  
Banana Kelly Community Improvement Association, Inc. (BKCIA)  
Bay Area Community Resources (BACR)  
Bay Ridge Center  
Be'er Hagolah Institutes  
Behind the Book  
Bergen Beach Youth Organization  
BioBus  
BKSteppers  
Black Feminist Project  
Black Spectrum Theatre Company  
Bloomberg Philanthropies  
BMS Family Health and Wellness Centers  
Bottom Line  
Boys & Girls Club of Harlem  
Boys & Girls Club of Metro Queens  
Breaking Ground  
Bridge Street Development Corporation  
Bringing the Peace (BTP)  
Bronx Children's Museum  
Bronx Cooperative Development Initiative (BCDI)  
Bronx Documentary Center  
Bronx Legal Services  
BronxConnect  
BronxWorks  
Brooklyn Community Foundation  
Brooklyn Community Services  
Brooklyn Prospect Charter School  
Brooklyn Raga Massive  
Brown Girl Recovery  
Cabrin Immigrant Services of NYC (CIS-NYC)  
CAMBA  
Carter Burden Network  
Casita Maria  
Catholic Charities Community Services of the Archdiocese of New York  
Catholic Charities Neighborhood Services (CCNS)  
Center for Community Alternatives (CCA)  
Center for Health Care Strategies (CHCS)  
Center for Justice at Columbia University  
Center for the Integration and Advancement of New Americans (CIANA)  
Central Brooklyn Economic Development Corporation  
Central Family Life Center  
Change for Kids  
Chess in the Schools  
Chhaya CDC  
Child Center of NY  
Children of Promise, NYC  
Children's Aid  
Children's Arts & Science Workshops (CASW)  
Chinese-American Planning Council  
CIDA  
Claremont Neighborhood Centers, Inc.  
Coalition for Hispanic Family Services (CHFS)  
Communitas America  
Communities Resist  
Community Access  
Community Association of Progressive Dominicans  
Community Care of Brooklyn (CCB)  
Community Counseling and Mediation (CCM)  
Community Health Action of Staten Island (CHASI)  
Community Voices Heard (CVH)  
CORE Services Group  
Covenant House New York  
Crown Heights Jewish Community Council (CHJCC)  
CUNY Institute for State & Local Governance (ISLG)  
Custom Collaborative  
Cypress Hills Local Development Corporation  
Damayan Migrant Workers Association  
Day One  
Democracy Prep Public Schools  
Development Outreach, Inc.  
Diaspora Community Services  
Directions For Our Youth , Inc. (DFOY)  
Doctors Without Borders/Médecins Sans Frontières (MSF)  
DREAM! (Dare to Revitalize Education thru Arts and Mediation)  
DreamYard Project  
East New York Community Land Trust  
Eckerd Connects  
Educational Alliance  
Educational Video Center  
El Puente de Williamsburg  
Elmcor Youth and Adult Activities, Inc.  
Emerald Isle Immigration Center  
Envision Freedom Fund  
Equality Labs  
Everytown for Gun Safety  
Exodus Transitional Community  
Family Touch  
Farm School NYC  
Fifth Avenue Committee  
Flatbush Development Corporation (FDC)  
Forestdale  
Freedom Agenda  
Friends of Crown Heights Educational Center  
Friends of the Ruin  
Futures and Options  
Generation Citizen  
Girls Inc. of New York City (GINYC)  
Girls Preparatory Charter School of New York  
Girls Write Now  
Global Kids  
Good Shepherd Services

# Clients & Partners

Goodard Riverside  
Goodwill NY/NJ  
Graham Windham  
Grand St. Settlement  
Greater Ridgewood Youth Council, Inc. (GRYC)  
Green Worker Cooperatives  
Haitian Americans United For Progress (HAUP)  
Haki Compost Collective  
HANAC (Hellenic American Neighborhood Action Committee)  
Harriman Summer Camp S-11  
Health People  
Hebrew Educational Society (H.E.S.)  
Her Justice  
Highbridge Advisory Council Family Services  
HOGAR (Housing Options and Geriatric Association Resources)  
Homes for the Homeless  
Hostos Community College  
Hostos Community College CUNY Fatherhood Academy  
Hunger Free America  
Hunts Point Alliance for Children  
I Challenge Myself  
iDig2 Learn  
Imani House  
Immigrant Social Services, Inc.  
Incredible Credible Messengers (ICM)  
Independence Care System (ICS)  
InnovateEDU  
InterExchange  
International Refugee Assistance Project (IRAP)  
Island Kids  
Iyengar Yoga Association of Greater New York  
Jacob A. Riis Neighborhood Settlement  
Jewish Community Center of Staten Island  
Jewish Community Council of Greater Coney Island  
JMacForFamilies  
Job Path  
JobsFirstNYC  
Justice In Motion  
JustLeadershipUSA  
Kings Against Violence Initiative (KAVI)  
Kings Bay YM-YWHA  
Kingsbridge Heights Community Center  
KIPP NYC  
Korean American Family Service Center (KAFSC)  
Korean Community Services of Metropolitan New York (KCS)  
La Colmena NYC  
Lantern Community Services  
Learning Through An Expanded Arts Program (LeAP)  
Leonardo Suarez Paz's PIAZZOLLA 100  
Let's Talk Safety  
Life Frames, Inc. (LFI)  
Literacy Partners  
Madison Square Boys & Girls Club  
Main Street Theatre & Dance Alliance  
Manhattan Youth  
Marsha P. Johnson Institute (MPJI)  
Mary Mitchell Family and Youth Center  
Mekong NYC  
MinKwon Center for Community Action  
Mosholu Montefiore Community Center  
Ms. Foundation  
Muslim Community Network  
National Black Women's Justice Institute  
National Coalition for Asian Pacific American Community Development  
Neighborhood Initiatives Development Corporation (NIDC)  
NEW Pride Agenda (NPA)  
New Public Library  
New Settlement  
New York City Child Care Resource & Referral Consortium  
New York City Department of Health and Mental Hygiene  
New York City Housing Authority (NYCHA)  
New York Edge  
New York Grey Cadets  
New York Immigration Coalition  
New York Junior Tennis & Learning  
New York Lawyers for the Public Interest (NYLPI)  
New York Urban League (NYUL)  
NIA Community Services Network  
NYC Department of Youth & Community Development (DYCD)  
Oasis Community Corporation  
Ocean Bay Community Development Corporation  
Oliver Scholars  
One For Democracy  
Opening Act  
Opportunities for a Better Tomorrow  
Opportunity Network  
Opus Dance Theatre  
Osborne Association  
Partnership for After School Education (PASE)  
PENCIL  
Phipps Houses  
Play Study Win  
Police Athletic League  
POTS Bronx  
Power of Two  
Queens Community House  
Queensborough Community College - CUNY  
R.A.I.N. Total Care  
Rebuilding Together NYC  
Red Hook Initiative  
Research Foundation of CUNY/Medgar Evers College  
RFCUNY Brooklyn College Community Partnership  
Rhodes College Community Service and Engagement  
Ridgewood Bushwick Senior Citizens Council  
Rights and Resources Initiative  
RISE  
Riseboro Community Partnership  
Riverdale Neighborhood House  
Riverdale Y  
Riverside Language Program  
Roads to Success  
Robinhood  
Rocking the Boat  
Roosevelt Island Concerts  
Roosevelt Island Day Nursery  
Roosevelt Island Disabled Association  
Roosevelt Island Historical Society  
Roosevelt Island Senior Association  
Roosevelt Island Visual Art Association

# Clients & Partners

Safe Passage Project  
Salvation Army  
Samuel Field Y  
Sauti Yetu  
SCO Family of Services  
Serious Fun After School  
Sheltering Arms  
South Asian Youth Action (SAYA)  
South Bronx United  
South Queens Women's March  
Southern Queens Park Association (SQPA)  
Sports and Arts In Schools Foundation  
Spring Leasing and Management  
St. Nicks Alliance  
Stanley M. Isaacs Neighborhood Center  
Step Up For Better Living  
StreetSquash  
Sunnyside Community Services  
Teaching Matters  
Team First  
The Advocacy Institute  
The Alex House Project  
The Art New York  
The Arthur Project  
The Bronx is Blooming  
The Creative Center  
The Door  
The Family Center  
The Kindertransport Association  
The Knowledge House  
The LGBT Community Center  
The Marcy Lab School  
The W.O.W Project  
Theatre of the Oppressed NYC  
Tides  
Trinity Church Wall Street  
Union Settlement  
Unique People Services  
United Activities Unlimited  
United Women in Faith  
University Settlement  
Urban Dove  
Urban Strategies, Inc.  
Urban Youth Alliance  
Variety Boys & Girls Club of Queens  
Vibrant Oceans Initiative  
VOCAL-NY  
Voces Ciudadanas  
Voces Latinas  
Volunteers of America  
W!se  
We Run Brownsville  
West Indian American Day Carnival Association  
Westhab  
WhyHunger  
Win  
Women's Community Justice Association (WCJA)  
Woodside On The Move  
Woodycrest Center For Human Development  
Xposure Foundation  
YMCA of Greater New York - Jamaica

YMCA of Greater New York - Staten Island Broadway  
YMCA of Greater New York - West Side  
Young Advocates for Fair Education  
Youth Action Program and Homes, Inc.  
Youth Design Center  
Youth Represent  
Youth Research, Inc. (YRI)  
YWCA of Queens  
YWCA of the City of New York

## Partners

### Government

New York City Department of Youth and Community Development  
New York City Council  
New York City Housing Authority

### Corporations

BankUnited  
MUFG Union Bank  
Partners Group  
Schulte Roth & Zabel LLP  
SC Group

### Foundations

American Express Foundation  
Bloomberg Philanthropies  
Booth Ferris Foundation  
Hyde & Watson Foundation  
Korean American Community Foundation  
Laurie Tisch Illumination Fund  
Lone Pine Foundation  
Mary J. Hutchins Foundation  
Nancy Meyer Revocable Trust  
New York Foundation  
New York Life Foundation  
New York Women's Foundation  
People's United Community Foundation  
Research Foundation of the City University of New York (RFCUNY)  
Robert Sterling Clark Foundation  
Robin Hood  
The M&T Charitable Foundation  
The New York Community Trust  
The Starry Night Fund  
Westchester Community Foundation  
William T. Grant Foundation

## Staff\*

**HeeJae An**, KACF Fellow

**Melkis Alvarez-Baéz**, Director of Finance and Operations

**Jeff Ballow**, Senior Fellow

**Joseph Barretto**, Affiliate Consultant

**Christine Boodie**, Consultant

**Unique Brathwaite**, Director of Strategic Development

**Carlene Buccino**, Consultant

**Millie Diaz**, Office Manager

**Julia Erickson**, Affiliate Consultant

**Alla Farberova**, Business Manager

**Genesis Galva**, Program Assistant, Leadership & Professional Development

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**Oseloka Idigbe**, Director of Leadership and Professional Development

**Jennifer Ingram**, Affiliate Consultant

**Tiloma Jayasinghe**, President and Chief Executive Officer

**Karina Jiménez**, Project Manager, Program and Operations

**Kim-Monique Johnson**, Senior Consultant

**Elan Joseph**, Consultant

**Chantal Kim**, KACF Director of Capacity Building and Senior Consultant

**Sherazade Langlade**, Senior Consultant

**Janine le Sueur**, Senior Consultant

**Jean Lobell**, Senior Fellow

**Brad Luckhardt**, Affiliate Consultant

**Pavitra Menon**, Affiliate Consultant

**Randall Quan**, Director of Consulting

**Andrea J. Rogers**, Senior Consultant

**Alexa Salamé-Albrigo**, Associate Consultant

**Carolyn Sauvage-Mar**, Affiliate Consultant

**Asha Sekomo**, Program Associate, Consulting

**Elana Shneyer**, Affiliate Consultant

**Mohan Sikka**, Affiliate Consultant

**Lan To**, Senior Consultant

**Jane Whang-Mendoza**, Marketing and Communications Manager

\*This is a partial list of CRE staff members from October 2021 - September 2022.

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