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
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."
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 convenor 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.
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

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Grants</td>
<td>$1,262,845</td>
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<tr>
<td>Foundation and Corporate Grants</td>
<td>$897,281</td>
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<tr>
<td>Client Fees</td>
<td>$1,761,612</td>
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<tr>
<td>Contributions</td>
<td>$145,611</td>
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<tr>
<td>In-Kind Contributions</td>
<td>$8,079</td>
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<tr>
<td>Investment Revenue</td>
<td>-$194,389</td>
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<tr>
<td>Other Revenue</td>
<td>$5,572</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$3,886,611</strong></td>
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</table>

### Operating Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Services</td>
<td>$3,264,392</td>
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<tr>
<td>Management and General</td>
<td>$650,798</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$45,883</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>$3,961,073</strong></td>
</tr>
</tbody>
</table>

Total net assets without donor restrictions, beginning of year: $3,660,841

Total net assets without donor restrictions, end of year: $3,586,379

Change in total net assets without donor restrictions: -$74,462
Clients & Partners

826 National
82nd Street Academics
ABFE
African Refuge
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
Cabrini 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)
Communities 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
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
Moshulu 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
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*

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

HeeJae An, KACF Fellow
Melkis Alvarez-Baez, 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
Brittany Gilmore, Consultant
Leah Goldin, Associate Consultant
Louisa Hackett, Affiliate Consultant
George Hsieh, Senior Consultant
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

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Litigation Partner, Gibson, Dunn, & Crutcher LLP

Chantal Bonitto
Senior Managing Director, Principal Gifts, UNICEF

Margaret Booth
President, MB&O Associates

Sandy Fernandez
Vice President, Mastercard Center for Inclusive Growth

Gregg S. Fisher
Founder and Portfolio Manager, Quent Capital

Dipty Jain
Partner, BDO Fiscal Management Associates

Hali Lee
Founder, Radiant Strategies & Asian Women Giving Circle

Laurie Lessage
Chief Financial Officer, Big Brothers Big Sisters of New York City

Benjamin F. Lorick, Secretary
Retired Teacher, NYC Department of Education

Jerry H. Marcus
Vice Chair, UBS Investment Bank

Rosa McGoldrick
Global Communications Executive

Sara Solfanelli, Interim Treasurer
Special Counsel for Pro Bono Initiatives, Schulte Roth & Zabel LLP

Miriam Tai
Director, Global Consultant Relations, Putnam Investments

Zohra Zori
Vice President of Networks, Candid.