Dear Friends,

2016 was a full year for CRE, thanks to the help of our supporters and the engagement of our Board and staff. At the end of 2015, I had just completed my first year at CRE and at that time I reflected on becoming part of an organization with a strong legacy of service to New York City nonprofits and the neighborhoods they serve. As I look back on my second year at CRE and plan for the year ahead, our mission to support organizations working to fight poverty, promote equity, and expand opportunity continues to be our guide as we partner with clients to develop solutions that deliver real change for communities. Indeed, this work is now more important than ever.

In fiscal year 2016 we were honored to serve nearly 300 organizations, many of them in more than one capacity. We supported 152 organizations with deep-dive, customized consulting, coaching, or executive search engagements and 158 groups in our leadership and professional development programs. This work confirmed what we already knew: there is no shortage of inspiring organizations doing meaningful work to advance social change. Our clients continue to tackle persistent inequities amidst a constantly changing environment, and this motivates us to ensure that we remain responsive and innovative, offering best-in-class consulting and capacity building support while keeping our services accessible.

Throughout 2016 we continued to build on our “go-forward” strategic plan. This included the launch of our Innovation and Community Collaboration practices, and the development of a Risk Management practice that will fully roll out in 2017, which includes the creation of a digital risk assessment tool called the CRE Fitness Test. We also continued to expand our leadership and professional development programs by introducing the CRE Leadership Academy and the New Managers Institute. In addition, we stepped up our thought leadership. We presented at conferences around the country, including delivering a workshop based on our book, *Meeting the Job Challenges of Nonprofit Leaders*, and publishing a number of articles and blogs to ensure our learnings can benefit more than just the organizations we serve directly.

We are looking forward to another productive and impactful year in 2017 – which we expect will include serving even more communities, unveiling our new website, fully launching our Risk Management practice, and deepening our thought leadership efforts while serving the evolving needs of our sector as a new administration takes office.

We are grateful for your partnership in 2016 and look forward to continuing this work together.

My best,

Katie Leonberger
President and CEO
Over the past year, the nonprofit sector continued to play a vital role in the wellbeing of millions of New Yorkers, with over 35,000 registered nonprofits working to address the needs of our multidimensional city every day. New York City government alone procures approximately $5 billion worth of services through the nonprofit sector, highlighting the value created by these groups. Nonetheless, as nonprofits deliver crucial services to meet increasing demand, they continue to face challenges such as uncertain and inconsistent funding, capped overhead rates, and unfunded mandates that make it difficult to sustainably deliver measurable impact.

This challenging environment was highlighted by the HSC Commission to Examine Nonprofit Closures, for which our President and CEO served as co-chair of the Leadership and Management Committee. In February 2016 the HSC Commission released its full report to New York State nonprofits in the aftermath of the closure of FEGS, one of New York City’s largest human service’s providers. The main takeaways of the report included the need for full-cost government funding and timely payment of human services contracts, an improved partnership with government to drive effective programs, and adequate risk management on the part of nonprofit providers to protect themselves and the people they serve.¹ Spurred by its work on this report, CRE has started helping nonprofits assess, mitigate, and manage risk as part of a new Risk Management Practice.

The past year also brought greater visibility to the longstanding presence of racial injustice in our society, with police brutality and election rhetoric bringing this issue to the forefront. Many of the nonprofits we serve are actively working to combat this issue, and we have been honored to support them in that effort. As we look ahead, we know that it will continue to be crucial to ensure that our society’s nonprofits and community-based organizations are strong and sustainable in dismantling racism and advancing equity, and are able to respond to the evolving and critical needs of their communities.

CRE remains committed to supporting our clients in their pursuit of justice, opportunity, and equity. The hundreds of organizations we are privileged to serve are creating a better world in a variety of ways, be it through advocacy, community organizing, neighborhood development, or the provision of human services. We seek to strengthen the providers of these much needed services by building the foundations for organizational success – along with a talent and leadership pipeline – to ensure stability and longevity. Through consulting, leadership and professional development, executive coaching, and executive search, CRE delivers the strategies and tools social sector organizations need to build sustainable, high-performing organizations that improve people’s lives.

We were proud to serve nearly 300 clients in FY16. We worked with 152 organizations through one-to-one consulting, coaching, or executive search engagements, and 158 groups participated in our cohort-based learning programs. Our clients varied in both size and scope, with organizational budgets ranging from less than $100,000 to over $100 million, from near start-ups to organizations with more than 100 years of service.

Breakdown of CRE engagements by business line

<table>
<thead>
<tr>
<th>Business Line</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Consulting</td>
<td>61%</td>
</tr>
<tr>
<td>Leadership &amp; Professional Development</td>
<td>23%</td>
</tr>
<tr>
<td>Coaching</td>
<td>14%</td>
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<tr>
<td>Executive Search</td>
<td>2%</td>
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</tbody>
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Business Line Descriptions:

**Consulting**: CRE offers hands-on consulting work that includes strategic planning, board development, theory of change, financial management, talent management, community collaboration, strategic alliances, and innovation.

**Leadership and Professional Development**: CRE strengthens the leadership capabilities of established and emerging nonprofit leaders through peer-based learning, customized training, and executive coaching; all of our programs incorporate adult learning theories in their design.

**Coaching**: CRE’s one-to-one coaching sessions help nonprofit executives, managers, and board members strengthen their leadership skills and develop solutions to both day-to-day and long-term challenges.

**Executive Search**: CRE works with boards and staff to identify talent gaps, develop recruitment strategies, screen and select candidates, develop compensation packages, and conduct reference checks.
The bulk of CRE’s FY16 engagements was with organizations headquartered in New York City, and included both local and national groups. We also served clients in the Tri-State Area and beyond, including projects in Tennessee and Indiana.
Building effective leaders is at the heart of what we do at CRE. The peer-based learning programs and trainings that we offer strengthen the leadership capabilities of established and emerging nonprofit leaders. Our peer-based learning approach includes topic-specific discussions, action learning in small teams to support change initiatives within participants’ organizations, 360° feedback, role plays, and case discussions. In FY16, we served 158 organizations through our leadership development programs.

CRE offered numerous leadership development trainings to nonprofit leaders throughout FY16. In addition to customized offerings delivered for individual organizations, core programs included:

- **CRE Leadership Caucus**: Usually run as a stand-alone program, in FY16 we ran this as part of the larger CRE Leadership Academy, profiled on the following page. The CRE Leadership Caucus, our flagship leadership development program now in its 15th iteration, is designed for nonprofit executive directors and senior management to strengthen their leadership skills and learn about and discuss management issues in a supportive environment. As part of these peer-based learning programs, we incorporate “Action Learning” sessions. Action Learning is designed to provide nonprofit leaders with opportunities to share challenges and work through solutions in real time with a team of peers while being guided by an experienced consultant.

- **High Performing Managers Initiative (HPMI)**: This peer-based learning program provides middle managers and emerging leaders with the space to learn new management techniques while problem solving shared challenges with their peers. The HPMI consists of a series of highly interactive “Issue Days,” in which participants learn about key management concepts and their application in the workplace and have the opportunity to process these new ideas together. These leaders also engage in problem-solving and peer exchange through “Action Learning” sessions. Another key component of the HPMI is homework for participants to complete outside of the program that expands and supports the application of lessons learned, through articles and journal assignments. The final component of the HPMI is 360° feedback, which supports self-reflection and practice. In FY16, we ran the HPMI as part of the CRE Leadership Academy and also as a stand-alone program.

- **New Managers Institute (NMI)**: Launched for the first time this year as part of the CRE Leadership Academy and also run as a stand-alone program, CRE developed the NMI to target high-potential new or early-career supervisors. This program provides participants with a firm grounding in the skills needed to be effective people managers, and gives participants the tools to implement the learnings in their organizations. The NMI consists of a series of eight interactive sessions over seven months that include the following program components: Self-Assessment, Issue Discussions, and Peer Support and Coaching.
• **CRE Leadership Academy (CLA):** In FY16 we ran a leadership development program that works with multiple levels of managers at the same time, in order to accelerate both leadership development and organizational impact. In this seven-month program, 18 participating organizations each selected three managers – a senior manager, a middle manager, and a high-potential frontline supervisor – to join a learning community of peers at the same level. Each organization’s “group of three” then worked together, meeting a total of eight times, to identify and solve problems important to their organizations. In the CLA, participants had the chance to develop their individual leadership abilities and competencies, and also had the space to come together with their colleagues to solve an organizational challenge in a project called “The Trio of Leaders.” The CLA is a combination of CRE’s three peer-learning leadership development programs listed above, each of which targets a different level of nonprofit manager or leader:
  - **CRE Leadership Caucus**
  - **High Performing Managers Initiative**
  - **New Managers Institute**

In its entirety, the CLA offered participating organizations the opportunity to make a substantial investment in a select group of leaders and incentivized collaboration across all management levels, ultimately enhancing organizational impact.

• **Innovation Bootcamp:** This program design and prototyping workshop, comprised of two half-day sessions which we ran twice in FY16, launched our growing Innovation Initiative, described in detail under Highlights from FY16.

• **Impactful Leader Workshop Series:** This workshop series provided the space for nonprofit leaders to reflect on their personal leadership styles and adopt techniques to reduce stress – while also fostering collaborative teams that are ready to run high-impact programs. These half-day workshops offered leaders, managers, and supervisors the chance to learn specific perspectives and styles related to sustainable leadership practice. This series included the following topics: The Mindful Leader, The Whole Leader, The Networked Leader, and The Collaborative Leader.

• **Talent Management Program:** In FY16, the CRE Talent Management Program was provided to nonprofit executive directors and management teams and supported these groups to develop strategies to source, retain, and cultivate talent. This program included an organizational diagnostic tool called the Talent Management Assessment Tool (TMAT) to gauge the ability and capacity of each participating organization to plan for and then attract, develop, motivate, and retain its desired staff; individual recommendations and consultations; a professional development session to introduce the elements of, and best practices for, effective talent management; small group peer exchange sessions; and customized coaching.
In every consulting engagement, CRE addresses the distinct and diverse needs of the organization being served. These engagements are custom-designed to provide achievable and tangible outcomes that an organization can use to advance its mission for years to come. Our consulting engagements cover organizational development areas such as strategic planning, theory of change, board development, financial management, talent management, community collaboration, strategic alliances, and innovation. Below we highlight five consulting engagements from FY16.

**St. Nicks Alliance** is a nonprofit, non-sectarian community development organization that has served North Brooklyn for more than 40 years. Over the past several years, CRE has worked with St. Nicks to clarify and refocus its business model, and we were thrilled to continue our work with the organization in FY16. Through a strategic planning engagement focused around theory of change, the St. Nicks team was able to conceptualize and enact an intensive and coordinated neighborhood revitalization strategy. Subsequently, we helped the organization assess its organizational culture and decide how to harness its culture of innovation and high performance to support “transformational work,” making sure that the services St. Nicks provides lead to the desired changes in the lives of the people in its community. Through our strategic planning engagement, St. Nicks hired Transformational Coaches to coordinate this work. Going into FY17 we are partnering with different divisions of St. Nicks Alliance to help them develop strategies for, and implement, transformational work across the organization.

**Video Interaction Project (VIP)** provides an empirically-studied parent education program in public hospitals in New York City, helping participating parents strengthen early development and literacy in their children. CRE partnered with VIP to develop a replication and expansion strategy so that more children and families can benefit from VIP’s evidence-based intervention.

CRE’s work included clarifying VIP’s theory of change and programmatic offerings, followed by developing a business plan for the organization’s expansion as well as an accompanying term sheet and implementation plan to help the nonprofit begin to engage with potential new sites. Upon completion of our engagement, VIP began using the plans we had developed together to explore collaborations and implementation of its program at several new sites. The first new site to utilize CRE’s plans for implementation was at the Children’s Hospital of Pittsburgh, as part of a new randomized study. An additional three to six sites – in New York City and across the United States – are anticipated to begin delivery of VIP during the next 18 months.
Phipps Neighborhoods works in the South Bronx to help children, youth, and families in low-income communities rise above poverty. CRE has worked with Phipps on a variety of engagements, including a leadership retreat, strategic plan, and management training. Most recently, in FY16, CRE worked on a team building engagement with the Phipps executive team.

With CRE’s support, Phipps has transformed itself into a more vibrant and outcomes-focused organization, and has developed an intensive, neighborhood-based saturation strategy targeting high-need neighborhoods of the Bronx.

In fall of 2015, New York City’s Department of Health and Mental Hygiene (DOHMH) released Take Care New York 2020 (TCNY 2020), the City’s blueprint for helping all New Yorkers achieve a healthier life. DOHMH partnered with CRE to undertake an intensive community engagement process to share information about TCNY 2020 with community members. CRE designed a process to disseminate data on key health indicators to the targeted neighborhoods, engage community members in a visioning discussion, and gather feedback on residents’ neighborhood priorities.

CRE organized, designed, and facilitated 28 community consultations in neighborhoods across the five boroughs, including facilitating conversations about sensitive topics such as racial health disparities. Through the community consultations, over 1,000 New Yorkers ranked the TCNY 2020 objectives according to what is most important for their community. These rankings informed the City’s work in mobilizing community members and partners to advocate for and implement interventions that will help advance health equity.
Grace Outreach works with women in the Bronx and upper Manhattan to further their educational goals and gain financial independence. It does so through three programs focused on different phases of that journey: high school equivalency, college, and career programs. As an awardee of the CRE Rising Fund, our pro-bono consulting initiative, Grace Outreach worked with CRE to improve attendance and retention in its programs, and to ensure that these programs are optimized to best meet the needs of the women they serve.

CRE consultants used a variety of innovation techniques to address the challenge, including program immersion, journey mapping, and rapid prototyping – a process where inexpensive mockups are developed to quickly test and refine solutions, allowing for feedback from target audiences and continuous improvement – as well as conducting staff and participant focus groups. We also led ideation sessions with staff, developing a list of priority changes and prototyping the emerging solutions. All of this informed CRE’s final, comprehensive list of recommendations and potential solutions. Since our engagement, the Grace Outreach team has created engaging and fresh marketing materials, adopted a more open interview and feedback process with participants, and launched a seamless and expedited orientation day. The organization has reached over 100 new students since our work together.
In addition to client engagements, in FY16 CRE deepened and expanded our offerings to better serve nonprofits and strengthen the social sector overall. These new offerings represent further progress on our Go Forward Plan, which launched in April 2015 and established a series of goals and strategies to make nonprofits more effective, impactful, and sustainable; to expand CRE’s reach to raise the entire sector; and to strengthen CRE’s business processes to ensure sustainability of our work.

A few of the key accomplishments from this past year include:

1. CRE launched the second year of the CRE Rising Fund, which offers pro bono consulting services to small, dynamic nonprofits in New York City. Through this project, CRE builds on our historical commitment to organizations least able to secure high-quality consulting assistance and capacity building support. We place priority on serving organizations that are ready to focus on growth and collaboration to meet a real need in their communities in the Bronx or Queens. This year’s selection process was highly competitive, and of 21 applicants, we awarded consulting services to five organizations. These nonprofits each received customized consulting support from CRE to strengthen their organizations and serve their communities more effectively. The awardees were: Common Wise, Destination Tomorrow, Grace Outreach, The Knowledge House, and Turning Point for Women and Families.

CRE has served 10 organizations through the CRE Rising Fund since its creation in 2015, with more on the horizon for 2017. Pro bono capacity building remains critical as we move forward, given the need to support grassroots and community-based organizations that are on the front line in responding to the needs of our most vulnerable communities.

2. CRE is developing a Risk Management Practice that is informed by our work on various city-wide initiatives focused on ensuring a strong and sustainable nonprofit sector. Through this practice, CRE will raise awareness around risk, provide a framework for risk management, and respond directly to the needs of nonprofits. We developed and are now testing a first-of-its kind digital risk assessment tool, the CRE Fitness Test (CREFT), to help nonprofit leaders and boards proactively and holistically identify risk as a first step toward mitigation. Risk Management engagements begin with a comprehensive assessment of an organization’s risk preparedness by using CREFT, after which CRE partners with the organization to prioritize areas of vulnerability and make plans to mitigate these risks.

3. CRE launched our Talent Management Practice to help leaders and managers develop and implement strategies to effectively source, cultivate, and retain talent, while creating a leadership pipeline for the organization. In this practice, we use an organizational diagnostic tool called the Talent Management Assessment Tool (TMAT), combined with customized coaching, professional development sessions, and an Action Learning series, in which participants approach problem solving by taking action and reflecting upon the results with peers. By the end of these engagements, the nonprofits we work with have identified priority goals and actions to advance their talent management efforts.
4. CRE has developed several new offerings to help our nonprofit clients shape and test new solutions under the umbrella of the **CRE Innovation Initiative**. This practice brings the process of innovation to the nonprofits we serve, helping them develop fresh, dynamic solutions to the challenges they face. Our Innovation Initiative helps nonprofits gain deeper insights into their clients’ needs, design programs that deliver breakthrough impact in line with those needs, and collaborate with nonprofit peers to co-create solutions. CRE’s offerings include Innovation Labs (trainings), program design and prototyping workshops, and consulting focused on improving the experience of a nonprofit’s constituents.

5. As we aim to ensure that our knowledge and services benefit and strengthen more organizations than those that we serve directly, our staff has worked through various channels to deepen our contributions to **thought leadership** in the sector. Katie Leonberger, President and CEO, served as a committee leader on the citywide HSC Commission on Nonprofit Closures, which researched and called for a new approach to nonprofit risk assessment and risk management. She also spoke at various conferences across the City. CRE also was proud to be on the steering committee, along with our fellow capacity builders, of the Ahead of the Curve (AOTC) Symposium in September 2016, which focused on nonprofit risk management. Both Katie and Jeff Ballow, Director of Leadership and Professional Development, spoke on risk assessment, management, and mitigation. Additionally, New York Nonprofit Media featured an article entitled “Empowering Innovation in the Nonprofit Sector” written by Katie and Senior Consultant Fiona Kanagasingam.

6. CRE was recognized for the work of its team in FY16. We received the 2016 Brooks Burdette Strategic Partner Award from Schulte Roth & Zabel as part of this firm’s Pro Bono Awards. CRE was also honored with the John W. Lavelle Community Builder Award from the New York Center for Interpersonal Development. Finally, Katie Leonberger, our President and CEO, was recognized as one of New York Nonprofit Media’s 40 under 40 Rising Stars.
OUR TEAM

Emily Adams, Associate Consultant
Jeff Ballow, Director of Leadership and Professional Development
Joseph Barretto, Affiliate Consultant
Jacob Bessmann, Associate Consultant
Carlene Buccino, Executive Assistant to the President and CEO
Hannah Collins, Marketing and Communications Associate
Millie Diaz, Office Manager
Erika Dilday, Affiliate Consultant
Kate Eberle, Project Associate for Organizational Effectiveness
Karen Erdos, Chief Operating Officer
Alla Farberova, Business Manager
Louisa Hackett, Senior Consultant
Oseloka Idigbe, Associate Consultant
Jenni Ingram, Associate Consultant
Karina Jimenez, Finance Assistant
Fiona Kanagasingam, Senior Consultant
Gillian Kaye, Affiliate Consultant
Chantal Kim, Korean American Community Foundation (KACF) Capacity Building Consultant
Katie Leonberger, President and CEO
Arden Levine, Consultant
Jean Lobell, Director of Consulting
Brad Luckhardt, Senior Consultant
Pavitra Menon, Senior Consultant
Sarah Park, Korean American Community Foundation (KACF) Associate Capacity Building Consultant
Randall Quan, Senior Consultant
Ruben Rahman, Social Work Intern
Sudha Rajan, Senior Accountant
Carolyn Sauvage-Mar, Senior Consultant
Mohan Sikka, Senior Affiliate Consultant
Yassi Tamdji, Program Associate for Cohort-Based Learning
Sara Wexler, Development and Marketing Assistant
Queena Wu, Receptionist

Staff and friends at our first CRE Rooftop Party
Patricia Hewitt, Chair  
Attorney

Anne H. Hess, Treasurer  
Activist and Philanthropist

Benjamin F. Lorick, Secretary  
Teacher, New York City Department of Education

Margaret Booth  
President, MBooth & Associates

Gregg S. Fisher  
President and Chief Investment Officer, Gerstein Fisher

Raymond D. Horton  
Founder, Social Enterprise Program, Columbia Business School

Caitlin LaCroix  
Graduate Student, Columbia University School of International and Public Affairs

Samantha Lasry Fleisher  
Philanthropic Consultant

Ria Tabacco Mar  
Staff Attorney, American Civil Liberties Union Foundation

Jerry H. Marcus  
Vice Chairman, Corporate Client Solutions, UBS Investment Bank

Brooke Richie-Babbage  
Executive Director, Resilience Advocacy Project

Marc Weingarten  
Partner, Schulte Roth & Zabel LLP
CRE Board at the New York Nonprofit Media 40 under 40 Rising Stars breakfast: Ria Tabacco Mar, Brooke Richie-Babbage, Katie Leonberger (President and CEO), and Anne Hess

Karen Erdos (COO) and Katie Leonberger (President and CEO) at the Pro Bono Awards Ceremony with Daniel Greenberg of Schulte Roth & Zabel, and two of our Board members: Anne Hess and Patricia Hewitt
CRE fundraises from corporations, foundations, and government agencies to make our work free or available at a reduced cost to clients. We are grateful to our funders from FY16, listed below, for making this possible.

**Corporations**
- Bank United
- BTIG
- M&T Bank
- MUFG/BTMU
- Schulte Roth & Zabel, LLP

**Foundations**
- Anonymous
- Bloomberg Philanthropies
- Mary J. Hutchins Foundation
- Jim Jacobs Charitable Foundation
- FJC/Anonymous
- Korean American Community Foundation
- New York Community Trust
- New York Foundation
- New York Life Foundation
- Staten Island Foundation
- Tiger Foundation
- United Way of New York City
- H. van Ameringen Foundation

**Government**
- New York City Department for the Aging
- New York City Department of Cultural Affairs
- New York City Department of Health and Mental Hygiene
- New York City Department of Small Business Services
- New York City Department of Youth and Community Development
- New York City Housing Authority
- Public Health Solutions
• 163rd Street Improvement Council
• Acacia Network Housing
• ACRIA
• AHRC New York City
• Ali Forney Center
• Alliance for Nonprofit Excellence
• ANDRUS
• Arab American Family Support Center
• Arts and Literacy After School and Summer Program
• Ascend Public Charter Schools
• ASPIRA of New York
• Bedford Stuyvesant Restoration Corporation
• Bed-Stuy Campaign Against Hunger
• Bergen Family Center
• Bike New York
• BOOM!Health
• Boys & Girls Club of Harlem
• Boys & Girls Club of Metro Queens
• Boys & Girls Harbor
• Bridge Street Development Corporation
• Broadway Housing Communities
• Bronx Cooperative Development Initiative
• Bronx Council on the Arts
• Bronx-Lebanon Hospital Center
• Bronx River Arts Center
• BronxWorks
• Brooklyn Community Services
• Brooklyn Defender Services
• Brooklyn for Peace
• Brooklyn Kindergarten Society
• Brooklyn Public Library
• Brownsville Community Justice Center
• CAMBA
• Carver Foundation of Norwalk
• CASES
• Casita Maria Center for Arts & Education
• Catholic Charities Community Services
• Catholic Charities Brooklyn and Queens
• Catholic Migration Services
• Center for Anti-Violence Education
• Center for Community Alternatives
• Central Queens YM & YWHA
• Chhaya CDC
• Child Center of NY
• Children of Promise, NYC
• Children’s Aid Society
• Chinatown Manpower Project
• Chinese-American Planning Council
• Cities for Financial Empowerment Fund
• Cities of Service
• City Growers
• City Parks Foundation
• City Year
• Claremont Neighborhood Centers
• Coalition for Transform Interfaith Hospital
• Committee for Hispanic Children & Families
• Community Care of Brooklyn, Maimonides
• Community Counseling & Mediation
• Community Healthcare Network
• Community League of the Heights
• Corona Youth Music Project
• Council of Peoples Organization
• Council of Urban Professionals
• CPC Brooklyn Community Center
• CUNY Creative Arts Team
• Cypress Hills Child Care Corporation
• Cypress Hills Local Development Corporation
• Day One
• Destination Tomorrow
• Diaspora
• Dignity in Schools Campaign
• Directions For Our Youth
• DIVAS for Social Justice
• DREAM Charter School
• DreamYard
• Eagle Academy Foundation
• East Harlem Block Nursery
• East Harlem Tutorial Program
• East Side House Settlement
• Educational Alliance
• El Barrio’s Operation Fightback
• El Puente
• Elder Share the Arts
• Elmcor Youth & Adult Activities
• Enterprise Community Partners
• Fedcap Rehabilitation Services
• Federation of Italian-American Organizations
• First Star Inc.
• Flatbush Development Corporation
• Fortune
• Friends of Crown Heights Educational Centers
• Friends of Island Academy
• Fund for New Citizens
• Funders’ Collaborative on Youth Organizing
• Girls Educational & Mentoring Services
• Girls Inc. of NYC
• Girls Write Now
• Global Kids
• Goddard Riverside Community Services
• Good Shepherd Services
• Goodwill Industries of Greater NY
• Grace Outreach
• Grand Street Settlement
• Greater Ridgewood Youth Council
• Haitian-Americans United for Progress
• Hamilton-Madison House
• HANAC
• Harlem Children’s Zone
• Harlem Commonwealth Council
• Harlem Dowling-West Side Center for Children & Family Services
• Harlem RBI
• Harriman Healthy Kids Program
• Harriman Summer Camp
• Havens Relief Fund Society
• Health People
• HeartShare St. Vincent’s Services
• HELP Bronx Morris Avenue
• Henry Street Settlement
• Hester Street Settlement
• Highbridge Advisory Council Family Services
• Hostos Community College
• Hot Bread Kitchen
• Human Services Council
• Hunger Free-NYC
• Hunter College, Silberman School of Social Work
• I Challenge Myself
• idNYC
• Ifetayo Cultural Arts Academy
• Inner City Handball Association
• Inwood Community Services
• Island Voice
• Jacob A. Riis Neighborhood Settlement
• Jamaica Service Program for Older Adults
• JCC of Staten Island
• Just Food
• Kids in Crisis
• Kingsbridge Heights Community Center
• Korean American Community Foundation
• Korean American Family Service Center
• La Colmena
• LaGuardia School of the Arts
• League Education and Treatment Center
• Learning through an Expanded Arts Program
• LGBT Faith Leaders of African Descent
• Lifespire
• LIFT
• LINC
• Love Heals
• Manhattan Youth Recreation and Resources
• MASA
• MBD Community Housing Corporation
• Medgar Evers College
• Mekong NYC
• Metropolitan Council on Housing
• Mind-Builders Creative Arts Center
• MinKwon Center for Community Action
• Montague Street Business Improvement District
• Morningside Center for Teaching Social Responsibility
• Moshulu Montefiore Community Center
• National Alliance for Grieving Children
• National Alliance on Mental Illness
• National Council for Jewish Women
• National Urban League
• Neighborhood Housing Services of New York City
• Neighborhood Initiatives Development Corporation
• New Immigrant Community Empowerment
• New York Center for Interpersonal Development
• New York City Administration for Children's Services
• New York City Department for the Aging
• New York City Department of Buildings
• New York City Department of Cultural Affairs
• New York City Department of Health and Mental Hygiene
• New York City Department of Health and Mental Hygiene: Center for Health Equity
• New York City Department of Health and Mental Hygiene: Take Care New York
• New York City Department of Small Business Services
• New York City Department of Youth and Community Development
• New York City Housing Authority
• New York City Mission Society
• New York Covenant Community Development Corporation
• New York Junior Tennis & Learning
• New York Public Library
• New York Studio School
• New York Tibetan Service Center
• New York Workers Center Federation
• NIA Community Services Network
• North Brooklyn YMCA
• Northern Manhattan Improvement Corporation
• NYC Health + Hospitals Corporation Jacobi Medical Center
• NYC Rx
• NYSARC
• Opportunities for a Better Tomorrow
• Participatory Budgeting Project
• Partnership for After School Education
• Partnership with Children
• Phipps Neighborhoods
• Play Study Win
• Police Athletic League
• Project CHARGE
• Queens Community House
• Queens Public Library
• Reading Team
• Red Hook Initiative
• Release Aging People in Prison
• Renaissance Youth Center
• Riders Alliance
• Riley Sandler Memorial Foundation
• Rise
• Roads to Success
• Rockaway Artists Alliance
• Rockaway Waterfront Alliance
• Rockaway Youth Task Force
• Sandy Ground Historical Society
• School Nutrition Association
• SCO Family of Services
• Services for the Developmentally Challenged
• Sesame Flyers International
• Settlement Housing Fund
• Sheepshead Bay Cornerstone Community Center
• Sheltering Arms
• Social Impact Exchange
• South Asian Youth Action
• South Bronx Early College Academy Charter School
• Southeast Bronx Neighborhood Centers
• Southern Queens Park Association
• Sports and Arts in Schools Foundation
• St. Nicks Alliance
• Stanley M. Isaacs Neighborhood Center
• Staten Island Arts
• Staten Island Children’s Museum
• Staten Island Partnership for Community Wellness
• Sunnyside Community Services
• Supportive Children Advocacy Network New York
• Sylvia Center
• Team First
• The Door
• The Knowledge House
• Theatre of the Oppressed
• Turning Point for Women and Families
• Union Avenue Community Fitness Center, Healthy Kids Program
• United Activities Unlimited
• United Neighborhood Houses
• University Settlement
• Urban Justice Center
• Urban Pathways
• Video Interaction Project
• Violence Intervention Project
• Virginia Gildersleeve International Fund
• Visual AIDS
• Volunteers of America Greater New York
• Wayside Outreach Development Corporation
• WE ACT for Environmental Justice
• William F. Ryan Community Health Network
• Women Rising
• Woodside on the Move
• Workforce Professionals Training Institute
• YAFFED
• YM & YWHA of Washington Heights & Inwood
• Youth Represent
• YWCA of the City of New York