

LETTER FROM THE CEO

Dear friends and supporters, In 2018 the nonprofit sector stood strong in the face of another challenging year that included hate crimes, harmful legislation, funding cuts, and bigoted rhetoric. While these affronts have inflicted incredible pain, they also have engaged our collective power, bringing communities, organizations, and coalitions together like never before. At CRE we have witnessed nonprofits and their communities unite and build movements that create social change—and we have been honored to be part of this effort through the capacity building support we provide to these inspiring organizations.

This past year, we were proud to work with over 500 social sector organizations, providing them with critical supports—consulting, coaching and leadership development—to grow stronger in their fight to reduce poverty and advance equity. As part of

that, we were privileged to work with over 450 different nonprofit leaders through our leadership development programs and cohorts, giving these changemakers the skills, tools, and connections needed to create meaningful impact in their communities through their organizations.

Strategic planning continued to be our most sought-after service in 2018, reflecting the need for organizations to be responsive to a rapidly changing world while ensuring steady progress towards achieving their missions. As we continue to provide dynamic planning support to many organizations, we remain committed to evolving our offerings, including CRE's growing Risk Engagement and Diversity, Equity, and Inclusion (DEI) practices.

Throughout last year, we were proud to share learnings from our client work with the broader field. This thought leadership work

allows us to support even more nonprofit leaders and accelerate critical conversations in the social sector. In 2019, this will include a continuation of the CRE Spotlight Series panels—a community building and knowledge sharing initiative started in 2018—focusing on topics such as the #MeToo movement as well as the 2020 census and civic engagement.

2019 also marks CRE's 40th anniversary—which we view as marking 40 years of having the honor of working side by side with the thousands of incredible organizations working to create a fairer world. As we look to our next 40 years, we are more resolved than ever in our commitment to our client organizations, the communities they serve, and our shared work towards a more equitable world.

We will continue to work towards this vision, exploring new ways to provide support and convene



KATIE LOEBERGER President and CEO

leaders in order to reflect, discuss, and co-create solutions. We are excited to continue this work with you in the year and decades ahead. Warmly,

[Signature]

KATIE LOEBERGER President and CEO

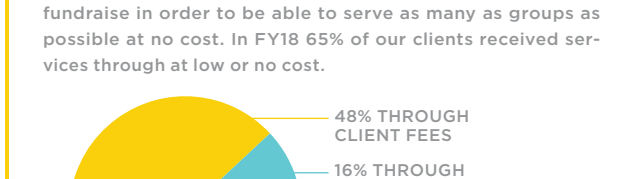
OUR IMPACT AND REACH

CRE is a nonprofit consulting firm that aims to reduce poverty and advance equity through the power of well-run community and social sector organizations. We focus on developing nonprofit leaders to ensure that their organizations are strong and well-equipped for the future. We partner with nonprofits, foundations, and government agencies to set ambitious goals for success—and then we help them get there.

Headquartered in New York City, working on a national scale, and fueled by 40 years of experience, we are uniquely positioned to support and strengthen organizations working to effectively and sustainably achieve their missions. As a nonprofit ourselves, we know that social sector organizations require accessible solutions to the challenges they face.

Client engagements by type

CRE provides services to our clients in the following areas: strategy and planning, organizational management, talent and innovation, and leadership development. We provide these services to our clients through four core business lines:



Total number of client engagements: 239

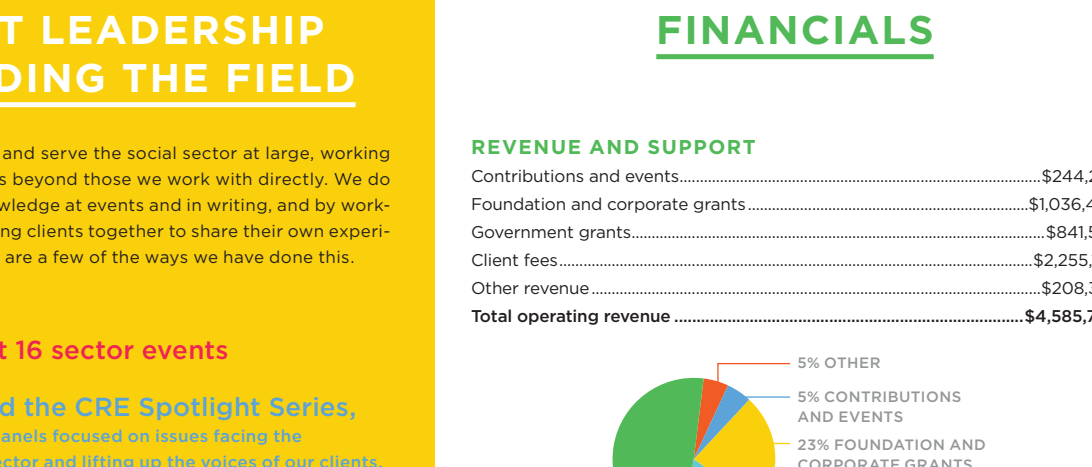
Sources of fundraising for our work, by project

As part of our commitment to ensuring accessible services, we fundraise in order to be able to serve as many as groups as possible at no cost. In FY18 65% of our clients received services through at low or no cost.



The CRE Rising Fund—in its fourth year in 2018—is our pro bono initiative, powered by our own general operating support fundraising efforts. In FY18 we were able to serve six organizations through consulting and 10 individuals through leadership development.

New York City and beyond, by main office location. In 2018 we continued to maintain strong roots in New York City, where we have worked for over four decades to strengthen organizations, their leaders, and their communities. Through funded partnerships we also expanded our reach across the nation.



THOUGHT LEADERSHIP AND BUILDING THE FIELD

CRE strives to support and serve the social sector at large, working to impact organizations beyond those we work with directly. We do this by sharing our knowledge at events and in writing, and by working as an advisor to bring clients together to share their own experiences and advice. Here are a few of the ways we have done this. In FY 18, CRE:

- spoke at 16 sector events
launched the CRE Spotlight Series, a series of panels focused on issues facing the nonprofit sector and lifting up the voices of our clients. The first two panels focused on LGBTQIA communities and immigration.
had 30 articles, profiles or mentions in the media, including:

- Four simple strategies for moving the needle in organizational change efforts intended to promote diversity, equity and inclusion in Philanthropy News Digest.
Leadership Development webinar for The Nonprofit Quarterly Advancing Practice series.
Diversity and inclusion do not always mean equity, especially when it comes to nonprofit boards, in Nonprofit Pro.
Profiting for the unexpected in challenging times for Chronicle of Philanthropy.
What nonprofits and their leaders should do in the face of sexual harassment allegations in Chronicle of Philanthropy.
How human-centered design can help help civic engagement efforts in Stanford Social Innovation Review.
What nonprofits need from Mayor de Blasio in his second term in a New York Nonprofit Media Q&A.
Risk engagement is critical for nonprofits right now in this "perfect storm" environment, in Philanthropy News Digest.
Interview with Ravi Ragbir from New Sanctuary Coalition on Get Connected.
Self care through resiliency, rhythms, and community for Nonprofit Pro.

See complete list on our website.

FINANCIALS

Table with Revenue and Support: Contributions and events \$244,233; Fundraising \$1,036,446; Client fees \$2,255,168; Total operating revenue \$4,585,740

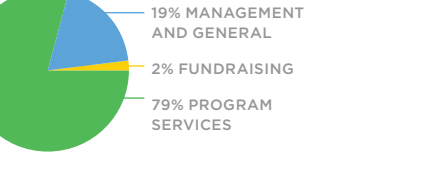
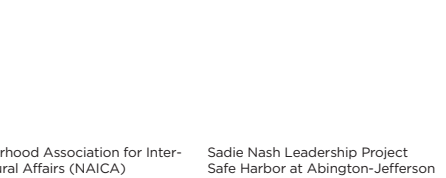


Table with Expenses: Management and support \$793,892; Fundraising \$70,772; Program services \$3,307,398; Total operating expenses \$4,172,060



INCREASE IN NET ASSETS: \$413,680

CLIENTS

Table listing various nonprofit clients such as Voice Foundation, 3A Caring Hand, and others.

FOUNDATIONS

Foundations including A.G. Foundation, Bauman Foundation, Charles Hayden Foundation, etc.

CORPORATIONS

Corporations including American Express Foundation, Gerstein Fisher, M&T Charitable Foundation, etc.

GOVERNMENT

Government entities including New York City Department of Youth and Community Development.

FUNDING PARTNERS

Funding partners including Tracey Allard, Jeff Ballow, Joseph Barretto, etc.

STAFF

Staff members including Patricia Hewitt, Brooke Richie, Anne H. Hess, Benjamin F. Lorick, Margaret Booth, Ed Henry, Gregg S. Fisher, Raymond D. Horton, Samantha Lassy Fleisher, Jerry H. Marcus, Rita Tibacco Mar, Tanya Mujica Keenan, Marc Weingarten.

Staff Attorneys including American Civil Liberties Union, etc.