

Cause Effective

cause generosity
cause community
cause change



From
OBSTACLES
to
OPPORTUNITIES



Judy's Letter



2020 is a year that we will never forget. A year of personal, professional, worldwide pain – and for some, a time of growth.

At Cause Effective, we came together to make tough decisions about our future.

When the pandemic struck, the Cause Effective team found ourselves able to successfully deliver our programming, coaching and consulting services virtually while keeping closely connected to the pulse of the sector – and to each other. As a result of our collective satisfaction at this new way of working, we made the decision to go virtual permanently, and gave up the lease on our 20-year office. Cause Effective is now a 100% virtual operation.

The impact of the pandemic deepened Cause Effective's commitment to the sector. The requests for 1-1 coaching appointments increased significantly, so we plunged headlong into partnering with nonprofits in a dizzyingly changing universe, shepherding them through an adjustment to remote donor cultivation at the same time as we learned how to reshape our own client relationships. We doubled down on our virtual program convenings and Fundraising Under COVID webinars to provide necessary space for nonprofit leaders to share challenges, ideas and problem-solving techniques.

A few years ago, we began a journey to address the issues professionals of color in fundraising experience in the nonprofit sector, presenting our findings in the report **Money, Power and Race**. After George Floyd's murder by police officer Derek Chauvin, we invested with renewed vigor in our exploration of how the fundraising profession contributes to the perpetuation of white supremacy, upheld within the dynamics of money, power and race also present in philanthropy.

At this point Cause Effective's core staff team is composed entirely of women of color except for myself as the executive director. I consider it a humbling honor to be able to contribute to the realization of our racial equity work, and learn anew each week what being an ally can truly mean in my own personal growth.

All of us on the Cause Effective team are thrilled to be realizing our life's purpose to help nonprofit visionaries create a new universe, one cause at a time. We are aware that we could not do this without you – our colleagues, partners, clients, donors and friends. We thank you, and commit to using our resources as wisely as possible, towards a better world.

Judy Levine

Executive Director

A handwritten signature in black ink, appearing to read 'Judy', written over a white background.

Zanetta's Letter



I joined the staff of Cause Effective 25 years ago as a Program Associate, and now have the honor of serving as the Chair of its Board of Directors. In all these years of being affiliated with Cause Effective, I have never felt more pride in its work than during this time we are all living in. As a Black and Latina woman, it gives me great hope to lead an organization that has made a living, actionable commitment to social justice and equity.

Cause Effective has always been intentional about the organizations we choose to work with – mission-driven nonprofits serving in the areas of human and civil rights, LGBTQIA+ equality, immigration reform, reproductive health and other causes that speak to the values we hold dear. But in 2020, as the world dramatically changed due to the COVID pandemic and people took to the streets after the murder by police of George Floyd, we came together to re-examine how Cause Effective can take greater accountability to address the inequalities and injustices that Black people experience. We formed a Racial Justice Equity committee consisting of Cause Effective board members and staff. **Through our work together we created a new Cause Effective vision and mission statement to deepen how we embed and share our commitment to racial justice reform:**

Vision

- Cause Effective envisions a future in which nonprofits thrive with empowered leadership and abundant funding to achieve an equitable world.

Mission

- Cause Effective transforms nonprofits by partnering with mission-driven leaders to achieve social change. We work with leadership to develop, employ, and expand effective fundraising, governance, and organizational strategies to advance equity and justice.

Cause Effectives' new vision and mission ground us in our purpose:

- We are strengthening our programs to provide resources to professionals of color who work within organizations as Directors of Development and Executive Directors.
- We are partnering with these deeply committed nonprofit professionals to build a pipeline of leaders in the field who drive social justice and equity.
- We are proud to be a nonprofit growth partner for hundreds of organizations helping to make the sector stronger in the years ahead.

As we look back on one of the toughest years we can remember, we are grateful to be part of a community that shares our vision for the world. And we recognize that our work in 2020 would not have been possible without the many nonprofit professionals, donors, colleagues, and funders who partnered with Cause Effective to ensure we had the resources to deliver during this traumatic and challenging time.

Zanetta Addams-Pilgrim

Board Chair

A handwritten signature in black ink that reads "Zanetta" followed by a long, sweeping flourish.

In 2020 Cause Effective helped over **1,500** nonprofit organizations of all missions and types across the New York metropolitan area. Nonprofits committed to a wide variety of causes turned to us to build customized plans to diversify their funding and activate their boards.

- **Over 2,000 nonprofit leaders inspired** by Cause Effective's consulting, coaching and training
- 162 nonprofits guided through **customized board trainings, intensive coaching** and **year-long fundraising residencies**
- 42 workshops delivered to elevate **nonprofit leaderships' knowledge** and **skills in board governance and fundraising**

“ *Cause Effective's coaching transformed our strategy, skills, and thinking.* ”

“ *Cause Effective has helped “professionalize” our board's engagement and ensure a clear understanding of their role and our expectations – Board members now have a roadmap to follow.* ”

IN A SURVEY OF CAUSE EFFECTIVE'S 2020 CLIENTS...

- 74%reported their board members are more engaged in executing their governance responsibilities
- 62%reported their board members are more active in fundraising
- 45%reported that more people are asking for money on behalf of their organization
- 62%raised more \$ in 2020
- 74%of our clients added new donors as a result of their work with us
- 77%of our clients were able to meet 2020's unique challenges with our help

CAUSE EFFECTIVE SNAPSHOT

Who We Served

Budget

Under \$500,000	28.4%
Over \$500,000 - \$2 million	33.3%
Over \$2 million - \$20 million	34.3%
Over \$20 million	4.0%

Youngest Organization: 3 years

Oldest Organization: 190 years

FUNDRAISING UNDER COVID: THE NEW REALITY

In historical times of crisis Cause Effective has partnered with nonprofit organizations to provide strategic coaching to nonprofit professionals and board members. Whether it was during the aftermath of 9/11, the crash of 2008, or Hurricane Sandy – Cause Effective has decades of experience helping organizations grapple with making urgent, dramatic changes in their fundraising strategy.

As COVID-19 shut down the country in early 2020, Cause Effective worked with nonprofits of all sizes and mission areas to help them pivot their fundraising strategy, support their boards, and double down on their focus on equity as they made difficult programmatic and staffing decisions with immediate and long-term impact. **Cause Effective partnered with over 350 nonprofits in 2020 on COVID-strategies to help them leverage key opportunities to evolve their fundraising efforts while helping their Boards of Directors grow into providing the necessary oversight, leadership and gravitas inherent in their full governance role.**

Cause Effective maximized our reach to the nonprofit leaders on the front lines of responding to the COVID-19 health and related economic crises through two programs:

- I. **Nonprofit Resilience: Fundraising Under COVID Convenings** – We facilitated 8 virtual peer strategy sessions to enable proactive solution-sharing among nonprofit development professionals who faced immediate challenges in reconfiguring their fundraising strategy to align with shifting economic and logistical realities. Month by month, common concerns evolved as participants used the space to step back and think strategically, focusing beyond crisis management mode.
- II. **Nonprofit Resilience: Fundraising Pivot Coaching** – We provided 80 pro bono counseling sessions offering customized, expert guidance to NYC nonprofits who were grappling with making urgent, dramatic changes to their fundraising strategy and lifting their board engagement. These problem-solving sessions proved very productive for staff and board leaders searching for their next steps in addressing their most critical challenges in an era with little margin for error, as described by this nonprofit leader:

“ *Cause Effective offered valuable perspective on how we should be thinking about the pandemic’s financial impact over the coming years, and how best to plan for effective fundraising to stay afloat and succeed. Because of our conversation, I am prioritizing individual giving and board development, and planning for longer-term weaning from government grants.* ”

We want to give special thanks to the New York Community Trust, Robin Hood, and UJA-Federation Funder Collaborative that enabled Cause Effective to provide this essential support in a time of dizzying uncertainty.

In 2021 we look forward to continuing to serve as a trusted thought partner as the sector adjusts to the Next Normal – Fundraising Beyond COVID.

PREPARING THE NEXT GENERATION: INAUGURAL PROGRAM LAUNCHES

Cause Effective's groundbreaking initiative to encourage systemic change to support the entry, retention, promotion, satisfaction and success of professionals of color in fundraising is designed to support their development roles while building a pipeline of executive leaders. The inaugural **Cause Effective Fellows Program: Advancing Leaders of Color in Fundraising** enrolled 15 senior Development Directors of color representing a range of leading New York City nonprofit organizations; the program offers a rich and multi-layered curriculum on the dynamics of money, power and race in philanthropy.

Midway through, our country was hit with the COVID pandemic followed by racial and social justice protests. We seamlessly pivoted the program online to continue guiding participants in making critical strategic adjustments in the wake of the shutdown and increased public attention to racial equity concerns. It was an honor to work alongside participants during this phase of their leadership trajectory as the program grew and evolved:



“

This experience is a game-changer, and more of this is needed – particularly in communities of color. I believe supportive environments like this fellowship program are one of the most effective ways to shift the narrative around power dynamics and race in this country.

- 2020 Program Participant

”

We are excited to be able to offer a repeat of this signature program in 2021 while planning for two **Preparing The Next Generation** program extensions focused on fundraising which will launch in the coming year – for executive directors and for rising leaders of color without fundraising backgrounds, to help them gain this critical professional skill.

CAUSE EFFECTIVE IN ACTION: CHILDREN OF PROMISE, NYC



**Sharon Content,
Founder and CEO**

When the COVID pandemic hit, Cause Effective was proud to partner with exceptional nonprofits that effectively leveraged the crisis to build their organizations and grow much stronger to face future challenges.

One of these groups is Children of Promise, NYC, the only organization in the Tri-state area dedicated to serving young people impacted by parental incarceration. Twelve years ago, Children of Promise (CPNYC) opened its first site in Bedford Stuyvesant (Brooklyn), and recently opened a second location in the East Tremont section of the Bronx. Helping nearly 500 children and their families every year, CPNYC's programming promotes therapeutic empowerment and partners with the community to dismantle the stigma and heal from the trauma of mass incarceration.

Cause Effective talked with Children of Promise's founder and CEO Sharon Content about the strategies she executed to navigate the COVID pandemic with her team. From the moment Sharon recognized the pandemic was here for the long term, her focus was on raising money to provide the CPNYC community with the services it needed:

“ While some people got stuck in the fear and concern of losing funding, I was led by my drive to continue our services by going after the resources needed to do so. I was not afraid to ask for financial assistance. ”

CPNYC serves already marginalized families who were deeply financially and socially impacted by COVID. When millions took to the street in protest after the police murders of George Floyd, Breonna Taylor, Ahmaud Arbery, and other Black and Brown people, Sharon and her team needed resources to support the children and youth who felt raw emotions and wanted to take action.

Sharon and her staff worked with Cause Effective on a CPNYC Cares campaign that was launched in April 2020 that has raised almost \$350,000 to date. Through this funding, CPNYC was able to give families in Brooklyn and the Bronx urgently-needed food, medicine, financial assistance, technology, tutoring, and emotional care. Cause Effective worked closely with CPNYC's development and communications team to craft consistent messaging to ensure the organization's work and needs were top of mind. Sharon also engaged many new corporations and small businesses in her drive to leave no stone unturned.

While the pandemic is certainly not over, Sharon feels they've learned how to manage the issues that can pop up:

“ Cause Effective has been a great resource to help me think strategically about how to operationalize our development and communication strategies during this period. ”

CPNYC is continuing to work with Cause Effective to build out its development and communications team, giving its dynamic leader a chance to finally have the room to be the visionary head of this organization that does so much to help Black and Brown children and youth thrive.



Children of Promise

OUR CLIENTS 2020

A Fair Shake for Youth
 AABR
 Abraham in Motion (A.I.M)
 Academy Of Medical & Public Health Services (AMPHS)
 Adhikaar for Human Rights and Social Justice
 ALIGN (The Alliance for a Greater New York)
 Alliance for Positive Change
 Alliance of Families for Justice
 Alliance of Resident Theatres
 American Baptist Churches of Metro NY
 Arab American Association of NY
 The Art Effect
 ArteEast
 Asian American Arts Alliance
 Asiyah Women's Center
 The Campaign Against Hunger
 Broadway Advocacy Coalition
 Bronx River Alliance
 Brooklyn Arts Council
 Brooklyn Autism Center
 Brooklyn Boatworks
 Brooklyn Legal Services Corporation A
 Building Equity and Alignment
 CAAAV - Committee Against Anti-Asian Violence
 Center for Comprehensive Health Practice
 Center for Court Innovation
 Center for Justice at Columbia Univ.'s School of Social Work
 Chhaya Community Development Corporation
 Children of Promise
 Children's Museum of the Arts
 CHIPS
 Christodora
 City Bar Justice Center
 College & Community Fellowship
 Common Defense
 Common Justice
 Community Healthcare Network
 Community Resource Exchange
 Community-Word Project
 Coro New York Leadership Center
 Covenant House
 Creative Arts Team
 DataKind
 Day Care Council of New York
 The Door and University Settlement
 Dyckman Farmhouse Museum Alliance

East Harlem Block Nursery
 Educational Video Center
 El Museo del Barrio
 Elmcor Youth & Adult Activities
 Equality Labs
 Exhale to Inhale
 Faith in New York
 The Family Center
 The Fearless Factor
 Fifth Avenue Committee
 Freedom To Thrive
 Friends of Music Concerts
 Gay Men's Health Crisis
 Gender Equality Law Center
 Generation Citizen
 Girl Be Heard
 Girl Vow
 Girls for Gender Equity
 Global Health Corps

Iris House
 ISSUE Project Room
 Japanese American Social Services
 JASA
 JCC MidWestchester
 JustLeadershipUSA
 Kelly Brush Foundation
 Kingsbridge Heights Community Center
 Korean American Family Service Center
 La Colmena:Staten Island Community Job Center
 Laal NYC
 Latinas On the Verge of Excellence
 LatinoJustice PRLDEF
 Laundromat Project

New York City Anti-Violence Project
 Older Adults Technology Services
 Oliver Scholars Program
 PALANTE Harlem
 Parkside Plaza
 People USA
 Physicians for a National Health Program - NY Metro Chapter
 Picture House Regional Film Center
 Playwrights Realm
 Poets House
 Public Prep Network
 Raga Massive
 Read Ahead
 Reading Holiday Project
 Rebuilding Together NYC
 Recess
 Rise Magazine
 Rural and Migrant Ministry
 Sadie Nash Leadership Project
 SCO Family of Services
 Sheltering Arms
 South Asian Youth Action
 Street Vendor Project
 Sylvia Rivera Law Project
 Teaching Lab
 Theatre Development Fund
 Theatre of the Oppressed NYC
 Time in Children's Arts Initiative
 Trail Blazers
 Transgender Legal Defense & Education Fund
 Treatment Action Group
 Triangle Arts Association
 Trinity Human Services Corporation
 Urban Glass
 Urban Wild
 Usdan Summer Camp for the Arts
 Voices of Community Activists and Leaders (VOCAL-NY)
 Volunteers of Legal Service
 West Side Campaign Against Hunger
 Wingspan Arts
 WomanKind
 Women for Afghan Women
 YM & YWHA of Washington Heights & Inwood
 Youth Represent
 YWCA of Queens

“ *Working with Cause Effective helped us define a new mission, vision, and values, which in turn support a more clearly articulated fundraising strategy and approach.* ”

Good Call NYC
 Gowanus Canal Conservancy
 Gray Panthers
 Grupo Guayacán
 Harlem Wellness Center
 Harm Reduction Coalition
 The Healing Center
 Hebrew Free Loan Society
 HERE Arts Center
 Heritage Radio Network
 Homecrest Community Services
 HOPE Program
 Hudson Guild
 iEarn USA
 Ignite
 Immigrant Justice Corps
 Immigrant Social Services
 Immigration Equality
 International Studio & Curatorial Program

LEAP
 Legal Services NYC
 LIFE Camp
 LIFT
 The Little Orchestra Society
 LiveOn NY
 LiveOnNY Foundation
 Magic Box Productions
 Manhattan Country Day School
 Marsha P. Johnson Institute
 Medicare Rights Center
 Mercy Home for Children
 The Migrant Center of New York
 MinKwon Center for Community Action
 National Council of Jewish Women New York
 New American Leaders
 New Leaders Council
 New Women New Yorkers

OUR SUPPORTERS MAKE THIS POSSIBLE

We deeply appreciate our 2020 funders and partners:

Accompany Capital
Ahead of the Curve
Alliance for Nonprofit
Management
Altman Foundation
Amalgamated Bank
Arcus Foundation
Asian American Federation
Association of Fundraising
Professionals
Association of Nonprofit
Specialists
BlackRock
BNY Mellon

Brooklyn Community Foundation
Candid
Community Resource Exchange
The Curtis W. McGraw Foundation
Dyson Foundation
Estee Lauder Companies
Google
The Harry Frank Guggenheim
Foundation
The Horticultural Society of NY
Hyde and Watson Foundation
JP Morgan Chase
Kramer Levin Naftalis & Frankel
LLP

Lawyers Alliance for New York
M & T Bank Foundation
NeighborWorks America
NYC Department of Youth
and Community Development
NYC Mayor's Office of Contract
Services
NYC Service
NYN Media
The New York Community Trust
New York Women's Foundation
Nonprofit New York
Partnership for Afterschool
Education

Planned Parenthood Federation
of America
Prudential Foundation
Robin Hood Foundation
Sabater Foundation
The Starr Foundation
Support Center
Women in Development

And over 150 individuals whose contributions mean more of New York's vital nonprofits can benefit from Cause Effective's assistance. Thank you!

Printing and legal services donated by Kramer, Levin, Naftalis & Frankel LLP

“ *We are becoming more strategic in our approach to development and fundraising.* ”



A donation to Cause Effective provides support to organizations that address civil rights, social justice, criminal justice reform, healthcare, youth development, arts & culture and more. Your financial support of Cause Effective enables our team to conduct coaching, workshops, convenings and pro bono consulting that strengthens nonprofit leaders and the organizations they serve. Please donate to Cause Effective at

<https://causeeffective.networkforgood.com/>

CAUSE EFFECTIVE CLIENTS EXPERIENCED GROWTH WHILE NAVIGATING THE UNKNOWNNS OF 2020'S CHALLENGES:

Cause Effective supported our organization during one of the most challenging years we've ever faced. With their guidance, we achieved the most successful individual fundraising campaigns in our organization's history, creating a clear vision which energized our supporters and led to an overwhelming demonstration of their commitment.

As a result of our work with Cause Effective, our Board takes its fundraising responsibility more seriously and became more engaged – which proved critical during the pandemic when we pulled in the Board for scenario planning and new task forces designed to bring us through the pandemic.

Working with Cause Effective gave me patience and faith that I could figure something out to understand these uncharted waters – which allowed me to slow down and think from a place of feeling empowered.

With Cause Effective's guidance, we were awarded grants from new funders and survived 2020 relatively unscathed financially.

As the pandemic hit the world, we were able to tell the story of our organization and be successful in raising funds through our partnership with Cause Effective.

We successfully pivoted to our first ever virtual gala and raised more than our goal.

With Cause Effective's help we are running more strategic, efficient (and shorter) board meetings.

Cause Effective's virtual gatherings helped me to affirm that I wasn't alone in the struggles of 2020. Hearing people trouble-shoot their work helped me think through the issues my organization was experiencing too.

Cause Effective's advice was helpful in navigating unknownns, staying focused on telling our story and making planned giving a priority even with mounting pressure for annual support.

Cause Effective reminded me that while the circumstances we were (and still are) dealing with are new, I had the experience and innovative thinking to come up with solutions.

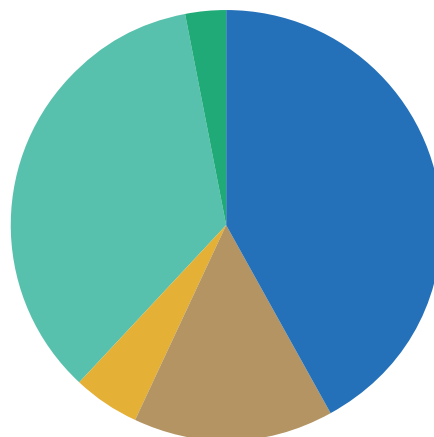
2020 FINANCIALS



FY20 EXPENSES:

● CONSULTING	\$405,214 (42%)
● WORKSHOPS	\$151,380 (15%)
● PUBLICATIONS.....	\$45,572 (5%)
● MANAGEMENT.....	\$337,884 (35%)
● FUNDRAISING	\$30,961 (3%)

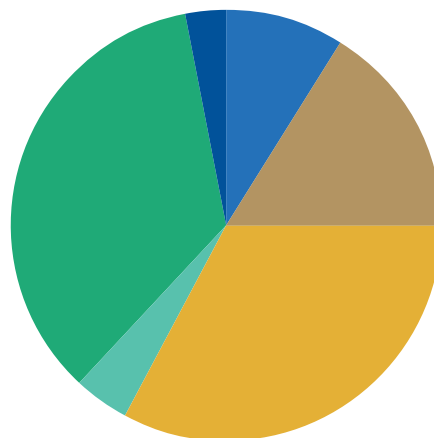
\$972,160



FY20 INCOME:

● INDIVIDUALS	\$91,935 (9%)
● CORPORATE	\$153,891 (16%)
● FOUNDATIONS.....	\$316,407 (33%)
● GOVERNMENT	\$36,300 (4%)
● CONTRACT FEES	\$333,179 (35%)
● OTHER	\$25,430 (3%)

\$957,142



END OF YEAR NET ASSETS

\$280,057

“

Gaining new and engaged board members as a result of our work with Cause Effective has helped strengthen our organization as a whole.

”



CAUSE EFFECTIVE: NONPROFIT GROWTH PARTNER

2020 BOARD OF DIRECTORS

Zanetta Addams-Pilgrim (Chair)
ZAP Consults

Didi Lacher (Vice-Chair)
Didi Lacher Advisory

Amy Wolf (Secretary)
The New York Community Trust

Mark Castle (Treasurer)
BNY Mellon

KaRon Joyner
Indeed

Abdul Muid
Ivey North

Charko Patterson
Google

Gabriella Polur
Brooklyn Tide Advisory

Marina Rayman
BlackRock

Pedro Reyes
JP Morgan Chase

Michael Rochon
Rokt

Claire Scanlon
BNY Mellon (ret)

Thomas Schier
JP Morgan

EMERITUS BOARD MEMBERS

Jacqueline Ebanks

Nelson Fernandez

Patricia Jenny
The New York Community Trust (ret)

GraceAnn LaForgia
Starr Companies

Yvonne Moore
Moore Philanthropy

Anita Nager
Philanthropic Consultant

Lata N. Reddy, Esq.

Jeffrey S. Trachtman, Esq.
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2020 STAFF

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Executive Director

Maliha Akhtar
Administrative Assistant

Gregory Cohen
Senior Advisor

Janay Daniel
Senior Program Manager

Erin Dotson
Senior Affiliate

Susan Gabriel
Senior Associate

David McGoy
Senior Affiliate

Cynthia Reddrick
Senior Associate

Shyla Rivera
Director of Operations

Sonya Shields
Senior Associate

Hera Syed
Project Coordinator

Rhea Wong
Senior Affiliate

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Ryan Newberry

Anna Wallman

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Vanessa Joan Alcardo

Mya Felix

Lia Felix

Skye Lambert

Jie Jie Lin

Marisa Nuñez

Email us today to discuss how Cause Effective can help your organization thrive.
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