

Cause Effective

cause generosity
cause community
cause change

NONPROFIT GROWTH PARTNER

2019
IMPACT REPORT

We're at a time in our history when millions of people across the globe are reminded of what is most important.

Our families. Our friends. Our shared values. Our survival.

COVID-19 has inspired a deeper appreciation for our common humanity; and the growing outcry about systemic racism has compounded the pain of the pandemic and brought millions together to heal and move forward stronger as a country. Both crises have magnified the glaring disparities in access to health, racial justice, and economic security experienced by people throughout our country – issues that particularly plague people of color, and that nonprofits work hard to address.

Cause Effective has always recognized that nonprofit organizations are essential – it's why we were founded nearly 40 years ago. Today, as we partner with organizations impacted by COVID-19, we see again and again the critical role they play in the lives of millions of people. And not just for those who directly rely on them. Nonprofits are one of the social structures that enable us to care for each other. It's where we find community. Where we seek hope. And where we join together for solutions, as we partner to ensure the most marginalized among us are not overlooked.

These times have shaken many nonprofits to their core. But we've lived through crises in the past, and we've learned that organizations can overcome challenging times by doubling down on their core



Leadership to Meet the Moment

mission and centering those who are most impacted by inequities.

In the aftermaths of 9/11, the 2008 financial crash, and Hurricane Sandy, Cause Effective worked with organizations not just to meet each challenge, but to use it to be better prepared for the future. These organizations were resilient because they understood how staying true to their central mission enabled them to make tough decisions in crucial moments. As newly-inspired staff and board leaders strategize around how to deliver programs based on altered circumstances, transformative change results.

After 9/11, Cause Effective counseled Human Rights Watch as they mobilized against the anti-Arab messaging so pervasive at the time. Human Rights Watch connected countering this hate speak to its vital mission, launching a campaign that reframed the issues and successfully fundraised to address it.

During the Financial Crash of 2008, Cause Effective guided Union Settlement to develop a long-term fundraising strategy to deal with the new economic reality. Our partnership helped Union Settlement overcome internal fundraising roadblocks and expand its resources. By 2012, Union Settlement's annual gala raised 40% more than it had in the past.

When Hurricane Sandy hit the East Coast, GOLES (Good Old Lower East Side) swung into action as a unified team to support the area's stranded seniors. The long-term relationship between GOLES and Cause Effective, building trust and defining board-staff roles, enabled the group to pivot to meet the moment, resulting in tremendous community pride and elevating the organization's standing citywide.

Today, facing the impact of these turbulent times, an organization's ability to emerge from this will take a solid

partnership between the staff and board of directors with a laser focus on its essential mission.

Cause Effective views its work in 2019 through the prism of building #nonprofitresiliency – the preparatory work necessary so that, in the words of one of our clients, *"my board was ready to have the hard conversations that have been necessary."* Fundraising pivots, alternative program scenarios, difficult staffing decisions – boards and staffs have had to partner closely in the past few months to steer their nonprofits through very tricky economic times. The groundwork for that was laid well in advance.

This is the time to meet the moment and build for the future. We will always face challenges in our society. We encourage you to take the time now to ensure that leadership within your organization – and the organizations you care about – is positioned to navigate what lies ahead, and to use this moment to create a more resilient organization going forward.

Let us know how we can help.

Zanetta Addams-Pilgrim
Board Chair

Judy Levine
Executive Director

ARTS & CULTURE

HUMAN
RIGHTS

HEALTHCARE &
HUMAN SERVICES

IMMIGRATION
REFORM

EDUCATION
YOUTH & FAMILIES

CAUSE EFFECTIVE PARTNERS TO IMPACT MISSIONS

WOMEN &
GIRLS EMPOWERMENT

SOCIAL &
RACIAL JUSTICE

LGBTQ
RIGHTS

COMMUNITY &
ECONOMIC DEVELOPMENT

Cause Effective strengthens the nonprofit sector by helping organizations build engaged communities of supporters. We transform **people, culture** and **systems** by coaching nonprofits to **learn, carry** out and **sustain** new approaches to fundraising and board engagement.

The Result: Nonprofits work more strategically, effectively, and are able to expand their reach with **more resources to fuel their growth.**

In 2019 Cause Effective helped nearly **1,300** nonprofit organizations of all missions and types in 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
- 128 nonprofits guided through **customized board trainings, intensive coaching and year-long fundraising residencies**
- 36 workshops delivered to elevate **nonprofit leaderships' knowledge and skills in board governance and fundraising**

“

When I first brought in Cause Effective my thinking was just about raising more money. Now, I understand how critical it is that we expand our reach in different ways to inspire giving.

Fred Riccardi, President,
Medicare Rights Center

”

In a survey of Cause Effective's 2019 clients...

77% reported their board members are more engaged in executing their governance responsibilities

61% reported their board members are more active in fundraising

57% reported that more people are asking for money on behalf of their organization

59% raised more \$ in 2019

CAUSE EFFECTIVE SNAPSHOT

WHO WE SERVED

Budget

Under \$500,000	36%
500,001 - \$2,000,000	35%
2,000,001 - 20,000,000	24%
Over 20,000,000	5%

Youngest Organization:
6 years

Oldest Organization:
141 years

CAUSE EFFECTIVE IN ACTION: BUILD NYC

BUILD NYC: READY FOR THE FUTURE

Problem

BUILD NYC approached Cause Effective for help energizing its board of directors to become more effective fundraisers, including how to empower new board leaders to become active fundraising thought partners for staff.

Solution

Cause Effective recognized that BUILD NYC needed a fundraising strategic plan – that board and staff needed a framework for how to grow the agency's fundraising that everyone could sign onto.

Restructuring the board development committee to provide a peer-to-peer voice, and offering full board training in fundraising, gave board members access to a wealth of resources that both inspired them and held them accountable.

Approach

"Cause Effective was always accessible in helping us have a clearer vision of where we had to go. You opened our board's eyes and gave them a new perspective about fundraising," reflects Director of Philanthropy Pamela Minetti.

Regional Executive Director Chymeka Olfonse agrees: *"In my conversations with Cause Effective and my role as executive director, I recognized the importance of having the board step up. As we pivot now in this time of uncertainty, thanks to Cause Effective's support we're well-suited to have a strong fundraising plan and even stronger board engaged in the process."*



BUILD NYC ignites the potential of youth in under-resourced communities through the experiential learning power of entrepreneurship

Results

Cause Effective helped BUILD NYC raise more money by providing board and staff with the tools and coaching to achieve these higher goals. With Cause Effective's guidance, BUILD NYC was able to meet and even exceed its \$1.35 million fundraising goal.

But Cause Effective also *"helped our board to become better board members,"* remarked Pamela, which is paying off now that COVID-19 is forcing realignment of the agency's programming due to events beyond their control.

Chymeka adds: *"We prepare our students for the unknown – and now we're equipped to do the same for ourselves as an organization."*

Cause Effective Fellows Program

*Advancing Leaders of Color
in Fundraising*

Development leaders play a central role in their organization's growth, sustainability and ability to achieve impact. These professionals enter into the nonprofit sector with enthusiasm and see the development profession as a way to make a difference in the world and build a career. Yet for even the most seasoned fundraisers – it can be a highly stressful job.

For development directors of color, the challenges to stay in the field are compounded because their ability to do the job is often questioned and they encounter microaggressions, tokenism and racism. Cause Effective has partnered with hundreds of nonprofit fundraisers of color in our nearly 40-year history. But throughout the years we have seen time and time again, fundraisers of color leave the sector dismayed, never to return.

Cause Effective has made a commitment to partner with organizations and institutions to address the lack of support for fundraisers of color. We understand the need to bring greater attention to the issue and to provide solutions to address the growing gap of people of color in leadership positions within the nonprofit sector.



Sonya Shields, Senior Associate with Cause Effective talks to Hashim K. Pipkin, former Director of Communications at The Opportunity Network about his work to infuse diversity, equity and inclusion throughout the organization's program, communication and fundraising strategies.

“

Fundraising is amazingly powerful – it's how we influence others in power and philanthropy around what is needed. It's incredibly important to have diversity in this field to change giving trends and cultivate abundance.

Senior fundraising
professional of color

”

Cause Effective Fellows Program

*Advancing Leaders of Color
in Fundraising*

In the summer of 2019, Cause Effective released a report: [Money, Power and Race: The Lived Experiences of Fundraisers of Color](#). This report examined the barriers to success of professionals of color in fundraising. Cause Effective read dozens of articles and reports, and spoke with over 200 fundraising professionals, executive directors, funders, recruiters and others to gain a nuanced understanding of how the dynamics of money, power and race intersect in the philanthropic field. The findings of our research reflected participants' experience that development professionals of color need to have the awareness, tools and support to navigate the intersectional dynamics of power, race and class that are endemic to fundraising.

As a next step in the evolution of our commitment, we decided to play an active role in supporting a pipeline of development professionals of color. In Fall 2019, we launched the [Cause Effective Fellows Program: Advancing Leaders of Color in Fundraising](#), a cohort of 15 senior development professionals who participated in a seven-month curriculum that included workshops, panel conversations and coaching from senior advisors.



Cause Effective Fellows spent seven months working in partnership and building community

[Cause Effective Fellows Program Partner Organizations](#)

- Building Equity and Alignment
- Center for Court Innovation
- Children of Promise, NYC
- Community Resource Exchange
- Coro New York Leadership Center
- Hudson Guild
- JustLeadershipUSA
- Legal Services NYC
- Mercy Home for Children
- New York City Gay and Lesbian Anti-Violence Project
- Rebuilding Together NYC
- RiseBoro
- SCO Family of Services
- South Asian Youth Action
- Trail Blazers



CAUSE EFFECTIVE FELLOWS PROGRAM HIGHLIGHTS:

Participants report experiencing transformative change in the following areas:

Stronger Interpersonal Relationship Skills

- > Greater awareness of micro-aggressions during professional interactions and more tools to react confidently in the moment
- > Insights on building stronger working relationships with executive directors and boards of directors

Professional Growth

- > Conscious of viewing communication and fundraising activities through an equity lens
- > Expanded idea of themselves as leaders and agents for social change

Network of Mentors and Peers in the field

- > Less isolated as people of color in development with peer-to-peer support
- > More confidence in addressing issues that arise around money, power and race because now they feel heard and supported

“

It doesn't feel like a 'me' problem anymore... This program is shaping me into a better version of the professional and the person I want to be.

Cause Effective Fellows
Program Participant

”

Strengthened Self-Confidence and Voice

- > More assurance in positioning oneself as an expert and thought partner with the executive director
- > **Better prepared to navigate and unpack challenging power dynamics with donors in predominant white environments**

The program is on track to becoming a game-changer for the sector. We thank the program's pilot funders and invite additional funding partners to work with us to support future cohorts.

We believe the work we all do within our organizations to support professionals of color will move us closer towards social justice and equity.



"TRAINING NEW LEADERS FOR UNPRECEDENTED CHALLENGES"

The Asian American Federation (AAF) works with a network of 70 Asian-led and serving community-based agencies to raise the influence and well-being of the pan-Asian American community through health & human services, education, economic development, civic participation, and social justice.

Cause Effective is proud to have partnered with AAF for the past five years in several ways: as a governance and fundraising trainer for the Federation's member agencies; as a consultant for individual nonprofits experiencing roadblocks in fundraising strategy and board-staff relations; directly as fundraising and governance counsel for the Federation itself; and as a mentor and coach to the Federation's executive director as she grew from a hesitant first-time executive director to a powerhouse CEO able to rally the community to counter the anti-Asian sentiment provoked through the rise of the Coronavirus outbreak.

AAF's members are mostly small and operate with limited resources; the community has experienced high executive director turnover. Cause Effective has provided guidance and tools to help new executive directors focus their energies, prioritize effectively, and strengthen their working dynamics with their boards of directors.



“*The work that Cause Effective has done with the Federation prepared our members for this pandemic,” reflected Jo-Ann Yoo, executive director of the Federation, explaining: “Many of our member groups are serving people who are essential workers. Cause Effective has helped to empower them to use their voice to make greater demands for the needs of our community.”*

We've offered resources to help leaders feel more confident in their fundraising and encouraged them to form a network amongst their peers to gain support.

Cause Effective's executive director, Judy Levine worked closely with Jo-Ann as she grew into the executive director role. One of Jo-Ann's most profound takeaways has been learning to see the board of directors as *“your most powerful partner.”*

Once you put in the work to build a trust relationship, the board is your greatest champion, she's realized, and the sounding board she's needed to deal with tough times like the pandemic.

As the Federation looks towards the future, Jo-Ann believes this is a time that leaders of nonprofit organizations should embrace the uncomfortable. The work the Federation did with Cause Effective has pushed her to contemplate questions like: *“What does it mean to lead during this time, in the middle of a pandemic?”* She is grateful for the partnership with Cause Effective for helping the Federation and its member agencies to have more tools in their

wheelhouse, so they can come out on the other side of COVID stronger with renewed purpose to advocate for their community.

OUR CLIENTS 2019

A Fair Shake for Youth
Adhikaar for Human Rights and Social Justice
Advocacy Institute
ALIGN | The Alliance for a Greater NY
Alliance for Non-Profit Management
Amber Charter School
Arab American Association of NY
The Art Effect
Arts Mid-Hudson
Asian American Arts Alliance
Association of Nonprofit Specialists
BCA Global
Beyond the Choir
Black Women's Blueprint
Bottom Line
Boys & Girls Club of Newburgh
Brick by Brick Partners
Brooklyn Autism Center
Brooklyn Boatworks
Brooklyn Community Pride Center
Brooklyn Kindergarten Society
Brooklyn Workforce Innovations
Brownsville Community Justice Center
BUILD NYC
The Bushwick Starr
Business Center for New Americans
CAPE of DC
Cave Canem Foundation, Inc.
Center for Comprehensive Health Practice
Center for Creative Education
Center for Frontline Retail
Children's Museum of the Arts
Christodora: Nature, Learning, Leadership
Common Justice
Common Defense
Community Healthcare Network
Community-Word Project
Cooperative Economics Alliance of NYC
CoveCare Center
Day One
Design Trust for Public Space
East Harlem Block Nursery
Elmcor Youth & Adult Activities
Faith in New York

Family of Woodstock
Family Services
Fostering Progressive Advocacy Foundation
Friends of Music Concerts
Gay Men's Health Crisis
Gender Equality Law Center
Generation Citizen
The Geneva School of Manhattan
Girls for Gender Equity
Glynwood Center for Regional Food &
Farming
Green City Force
Harm Reduction Coalition
The Healing Center
Heights and Hills
HERE Arts Center
Heritage Radio Network
Hester Street Collaborative
Higher Heights
Hope for New York
Hudson Valley LGBTQ Community Center
Ifetayo Cultural Arts Academy
Imagine, A Center for Coping With Loss
Immigration Equality
Institute for Contemporary Psychotherapy
Interfaith Center of New York
ISSUE Project Room
Jahajee Sisters
Jamaica Center for Arts and Learning
Japanese American Association of New York
Jeremiah Program
Korean American Family Service Center
Korean American Story
Kundiman
Latinas On the Verge of Excellence
Laundry Workers Center
League of Women Voters
Literacy Connections of the Hudson Valley
LiveOnNY Foundation
Make The Road New York
Masa Mex-ED
Medicare Rights
National Council of Jewish Women
New American Leaders

New Economy Project
New Leaders Council
NY Center for Interpersonal Development
New York Paid Leave Coalition
New York Peace Institute
New Yorkers for Parks
North Star Fund
NY Laughs
NY Peace Institute
Older Adults Technology Services
One To World
PALANTE Harlem
Parkside Plaza
People USA
Physicians for a National Health Program -
New York Metro Chapter
The Picture House Regional Film Center
Poets House
PowHERful Foundation
Pride Center of Staten Island
Project New Yorker
Queens Economic Development Corp.
Read Ahead
Rise Magazine
RiseBoro Community Partnership
Road Recovery
Sadie Nash Leadership Project
Safe Harbors of the Hudson
Sakhi for South Asian Women
Sapna NYC
Sunnyside Community Services
Theatre Development Fund
Theatre of the Oppressed NYC
Turning Point NY
UHAB | Urban Homesteading Assistance
Board
Ulster Literacy Association
viBe Theater Experience
Washington Heights and Inwood
Development Corporation
Weeksville Heritage Center
WomanKind
Women's Justice Now
Youth Ministries for Peace & Justice

WHAT OUR CLIENTS HAVE TO SAY

“

I now understand that fundraising is all of our job. This is how you create a culture of philanthropy.

Cause Effective Client

”

EMBRACING FUNDRAISING

The board has transitioned into a fundraising board rather than just a giving board

- > More focused planning on fundraising goals
- > Board effectiveness
- > Increased engagement from our Fundraising Chair
- > Plan for a capital campaign
- > A clear and achievable 5-year strategic fundraising plan



BECOMING AMBASSADORS

Our new Board Chair has been transformed into a passionate cheerleader for a change

- > Board members better understand their roles in fundraising
- > Overall increase in board engagement, fundraising, and building a stronger team
- > We're more confident



IDENTIFYING NEW BOARD MEMBERS

We learned how to cultivate, recruit and build the board

- > We've added three new board members
- > Re-engaging past donors
- > Mapping out the needs to fill the gaps on the board



OUR SUPPORTERS MAKE THIS POSSIBLE

We deeply appreciate our 2019 funders and partners:

Ahead of the Curve
Alliance for Nonprofit Management
Altman Foundation
Amalgamated Bank
Asian American Federation
Association of Fundraising Professionals
Association of Nonprofit Specialists
BlackRock
BNY Mellon
Brooklyn Community Foundation
Business Center for New Americans
Candid
Cicatelli Associates, Inc
Community Resource Exchange

The Curtis W. McGraw Foundation
Dyson Foundation
Estee Lauder Companies
Google
The Harry Frank Guggenheim Foundation
The Horticultural Society of New York
Hyde and Watson Foundation
JP Morgan Chase
Kramer Levin Naftalis & Frankel LLP
Lawyers Alliance for New York
M & T Bank Foundation
NeighborWorks America
NYC Mayor's Office of Contract Services
NYC Service

NYN Media
The New York Community Trust
New York Women's Foundation
NYC Department of Youth and Community
Development
Nonprofit New York
Partnership for Afterschool Education
Planned Parenthood Federation of America
Prudential 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

WHY DONATE TO CAUSE EFFECTIVE?

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 probono consulting that strengthens nonprofit leaders and the organizations they serve.

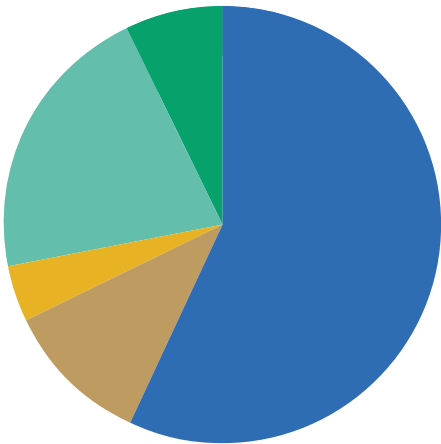
Please donate to Cause Effective at <https://causeeffective.networkforgood.com/>

2019 FINANCIALS

FY19 EXPENSES:

● CONSULTING.....	\$551,958	(57%)
● WORKSHOPS.....	\$107,847	(11%)
● PUBLICATIONS	\$42,229	(4%)
● MANAGEMENT.....	\$197,555	(21%)
● FUNDRAISING	\$64,123	(7%)

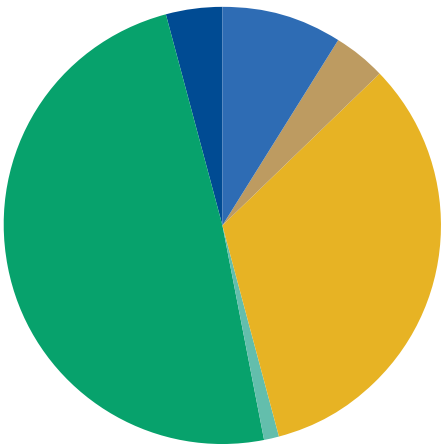
\$963,712



FY19 INCOME:

● INDIVIDUALS	\$81,154	(9%)
● CORPORATE	\$40,836	(4%)
● FOUNDATIONS.....	\$305,827	(33%)
● GOVERNMENT	\$8,163	(1%)
● CONTRACT FEES	\$453,162	(49%)
● OTHER	\$36,037	(4%)

\$925,177



END OF YEAR NET ASSETS
\$196,706

CAUSE EFFECTIVE: NONPROFIT GROWTH PARTNER

*Here for You
Here for Nonprofits Impacting the World*

2019 BOARD OF DIRECTORS

Zanetta Addams-Pilgrim (Chair)
ZAP Consults

Amy Wolf (Secretary)
The New York Community Trust

Mark Castle (Treasurer)
BNY Mellon

Nyeleti Honwana
The Harry F. Guggenheim Foundation

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Didi Lacher Advisory

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GraceAnn LaForgia
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Maliha Akhtar
Administrative Assistant

Gregory Cohen
Associate Director

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Lilia Epstein-Katz
Program Associate

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Senior Associate

David McGoy
Senior Associate

Cynthia Reddick
Senior Associate

Shyla Rivera
Director of Operations

Sonya Shields
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Email us (consulting@causeeffective.org) today to discuss how
Cause Effective can help your organization thrive.



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