

ABOUT US

Community Resource Exchange's staff and board believe that community-based organizations (CBOs) are the most effective engines of local and social change. As a nonprofit management consulting group, CRE partners with CBOs to ensure that they have the information, resources and skills they need to maximize their impact. Each client engagement informs CRE's common organizational knowledge.

Each year, CRE provides customized consulting services to more than 350 nonprofit organizations. They run the gamut from emerging organizations to large, well-established institutions. These groups provide critical front-line services to people in need: children, youth and families; people living with HIV/AIDS; homeless people; seniors; people with disabilities and immigrants.

From vision to implementation, CRE guides community groups to build their capacity in the following areas:

- Strategic, Program and Operational Planning
- Organizational Design and Restructuring
- Fundraising and Development
- Board Development
- Effective Leadership
- Human Resources – Systems and Process
- Fiscal Management

In addition to "one-to-one" consulting, CRE's Community and Sector Initiatives (CSI) leverage CRE's influence, expertise and insight to address challenges affecting many groups or communities. CRE publishes management books and materials, leads focused workshops, runs a state-of-the-art conference facility and convenes leaders on issues of importance to all New Yorkers.



OUR STAFF

Community Resource Exchange is staffed by a resourceful and dedicated team of over 30 multi-racial/multi-lingual consultants who reflect New York's diversity. CRE's staff is comprised of seasoned professionals who are recognized as leaders in their communities. The staff combines an experience-based understanding of not-for-profit organizations with advanced academic and in-field training.

CRE's talented staff members have strong backgrounds in many issue areas including child welfare, youth development, immigrant affairs, HIV/AIDS prevention and services, housing, economic development, education and community organizing. CRE staff can provide services in English and Spanish.



moving
forward

"CRE's goal in capacity building engagements is to enable the client organization to build what we consider the "three-legged stool" for high-performing organizations:

- Solid, visionary leadership
- Strong and efficient organizational systems and structures
- Effective programming that link strategy, planning and outcomes."

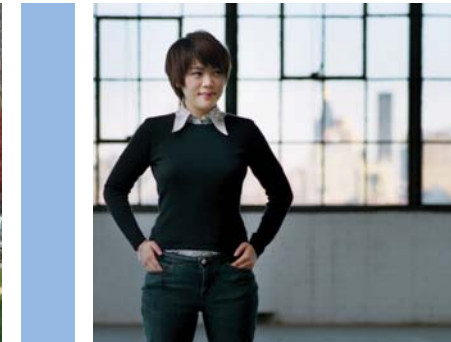
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COMMUNITY



RESOURCE



EXCHANGE



AT



WORK



CRE

Our Mission and Vision

Community Resource Exchange is a nonprofit consulting firm that helps make New York City's nonprofit organizations stronger and more effective in fighting poverty and advancing social justice.

CRE's goal is to build a more just, equitable and livable city for all New Yorkers.

COMMUNITY RESOURCE EXCHANGE'S CONSULTING & TRAINING SERVICES

CRE has a proven track record of delivering state-of-the-art, affordable consulting services to nonprofit organizations. CRE provides strategic, operational, development, and program-planning services that enable community groups to realize change over time, during and beyond their engagement with CRE. This work is strengthened by CRE's Measuring Impact Study, a comprehensive evaluation tool that measures the impact of capacity building efforts over time.

Our Impact-Oriented Planning Practice

Planning is most successful when multiple stakeholders come together to inform decision making. CRE designs strategic and organizational plans that collect and analyze data, articulate the vision, values and guiding principles, integrate fiscal and financial realities, and establish benchmarks to measure results.

For succession and/or staff retention, for growth or for dissolution, for a crisis or as an annual process, CRE helps its client organizations develop clear, implementable plans for success.

Our Leadership Development Practice

Organizational leadership can be the single most important factor in determining organizational direction, effectiveness, and stability. Leveraging CRE's 27 years of experience, CRE's Leadership Practice provides nonprofit leaders with continuous learning opportunities for effective and innovative leadership. CRE's Leadership Competency Model focuses on five areas: 1) personal leadership styles, 2) engaging others in a vision, 3) optimizing key relationships, 4) empowering individuals and teams and 5) planning and facilitating results.

Much of CRE's leadership work is done in cohorts where the leadership and managers of CBOs convene for valuable exchanges that level the playing field and foster collaboration.

Our Approach to Board Development

Community Resource Exchange's Board development workplans extend beyond traditional views of Board roles and responsibilities. From start-ups to established organizations, CRE works with Boards to discern the most valuable work they can do at that moment in their organization's development. CRE helps Board members play a constructive, thoughtful and relevant role as they strengthen planning activities, fundraising, financial management, evaluation and human resources.

Our Fundraising Practice

CRE works with clients to navigate the world of nonprofit funding, and then strategically assess and pursue the full array of funding arenas that can support their mission and programs. Clients also acquire the skills to make a strong case to funders by demonstrating results, identifying their comparative advantage and building key relationships.

CRE advises clients on how to mesh financial planning and cost analysis with strategic fundraising, in order to assure

a mix of revenues to sustain their work over the long-haul. CRE is known for its expertise in exploring new resources, including revenue-generating ideas, using volunteer pro-bono assistance and strategic partnerships.

Our Human Resources Practice

CRE assists clients in developing and implementing human resources systems that reflect their unique organizational structure, culture, and resources.

CRE helps organizations evaluate staffing needs, design organizational structures, and implement performance management processes and tools. In addition to training and professional development activities, CRE can advise and/or provide referrals on personnel policies, systems, compensation and benefits plans.

Our Financial Management Services

Sound financial systems play a critical role in planning and decision-making. Financial staff must actively partner with program and development leadership to ensure the stability and sustainability of organizations and their programs. CRE assists with analyzing program and administrative costs, developing accurate budgets, and making cash flow projections. CRE helps strengthen clients' financial systems by determining financial staffing needs, establishing sound bookkeeping and accounting procedures, and ensuring that all charitable reporting requirements are met and payroll requirements are fulfilled.



**gathering
strength**

"For over 30 years, CRE has seen that productive board-board and board-staff dynamics provide organizations with an unparalleled competitive edge. As a nonprofit it-self, CRE is uniquely qualified to address the board and planning needs of others in the nonprofit sector. CRE knows first-hand about the challenges of nonprofit management in the current environment."

Anne H. Hess, Board of Directors

Extending Our Impact Through Partnerships

CRE is committed to finding creative ways to bundle client needs and funder support to achieve far-reaching outcomes. Below are two examples of programs that have affected multiple organizations:

- CRE's Brooklyn Youth Initiative (BYI) is a three year, \$775,000 capacity building project strengthening Brooklyn's low income

neighborhoods. BYI provides 25 youth groups annually with one-to-one developmental consulting, small re-grants to support infrastructure development, and access to program and administrative resources.

- CRE's Leadership Caucus is a 10-month multi-session workshop for Executive Directors to meet and work with peers to enhance their leadership skills in managing change, partnering with their Board, planning staff transitions and measuring outcomes. The Caucus includes the use of a 360° employee feedback survey administered by one of CRE's 360°-certified consultants.

Our Customized Workshops

In addition to consulting, CRE offers workshops customized to the unique needs and context of CBOs:

- Outcomes-Centered Leadership and Management
- Enhancing Collaboration and Teamwork/Developing High Performance Teams
- Facilitating Process
- Balancing Supervising and Doing
- Leading Change and Managing Transitions
- Planning, Goal-Setting and Creative Problem Solving

CRE's Start-Up Workshop is a multi-part series for entrepreneurs starting nonprofits. It includes sessions on: Program Planning, Budgeting and Fundraising 101. Workshops are available on our website.

CRE Publications

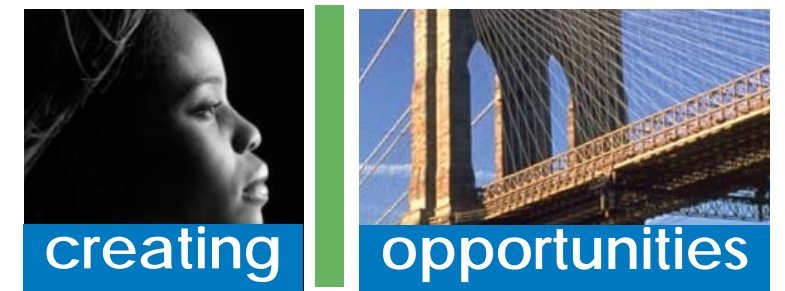
CRE has developed practical management manuals to help organizations, funders and individuals address important issues. To support our consulting work with individual organizations, CRE has six publications that serve as learning tools for CBOs:

- From Vision to Reality: A Guide to Launching a Successful Nonprofit Organization (English version, available in Spanish)
- The Courage to Pause: Lessons Learned from CRE's Leadership Caucus
- Mastering Your First Government Contract: A Practical Guide for Community-Based Organizations (CRE can customize a workshop on this topic as well.)
- Roadmap to the Websites: A Convenient Guide to Online Research for Emerging Nonprofit Organizations
- Square Feet: How to Navigate NYC's Perilous Office Leasing Market: A Guide for Nonprofit Organizations
- Nonprofits Under Pressure: A Case Study in Collaboration: How Community Resource Exchange and The Staten Island Foundation Partnered to Support Nonprofits



COMMUNITY RESOURCE EXCHANGE'S COMMUNITY & SECTOR INITIATIVES

CRE's sector-wide initiatives are a fundamental part of CRE's mission to strengthen New York's communities. The goal of the



"C3 will serve as a hub for community groups across the city where they can meet, collaborate and access resources they need to strengthen their programs. We see CRE as a much-needed umbrella under which nonprofit leaders convene. A vital, fun, diverse place to teach and learn, where ideas are shared (good or bad) and pass them on to others so progress can be made."

Randall Quan, Managing Director of CRE

Community and Sector Initiatives (CSI) is to impact on a community and/or an issue beyond what CRE could accomplish working with one CBO at a time. CSI is designed to bring attention to issues of social injustice, uncover and direct resources to poor and affected communities, and/or add value to the services that CRE provides to clients and to the nonprofit sector. Below are just two of CRE's recent initiatives:

- The Youth/AIDS Advocacy Project is an effort to encourage AIDS and youth funders to re-engage around primary HIV prevention. CRE has worked with NYC's Department of Youth and Community Development to implement HIV prevention activities throughout the five boroughs.
- CRE works with Grey Matters, a cadre of retired professionals who volunteer as problem solvers, helping community groups develop strategies in financial management, marketing, and organizational structure issues. Additionally, CRE partners with the Professional Advisors Network, a new program of young executives who bring expertise in branding, marketing, human resources and fundraising.

CRE Community Conference Center

The centerpiece of CRE's headquarters at 42 Broadway is the Community Conference Center (or 'C3'). This facility will provide community leaders, nonprofit staff, foundation staff, policymakers, advocates and activists with affordable meeting space for conferences, training workshops, board retreats and a variety of meetings.

Located in lower Manhattan, the Community Conference Center features state-of-the-art integrated presentation technology including the capacity to provide simultaneous translation. The center offers nonprofit organizations conference rooms in various sizes that accommodate from 80 individuals for receptions, up to 50 for presentations or up to 40 for training workshops and smaller meeting rooms for 2 to 18 people.

Special Thanks *Community Resource Exchange has relied upon its dedicated and diverse staff, board of directors, volunteers and funders. Without the contributions of these individuals, CRE would not be able to continue to build resources, improve systems and empower leadership for the community-based organizations and the nonprofit sector that Community Resource Exchange proudly served.*