



THIRD SECTOR NEW ENGLAND, INC. (TSNE)

# ANNUAL REPORT 2022



**TSNE**<sup>®</sup>

Partners in social change





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# A LETTER FROM TSNE'S PRESIDENT AND CEO

Dear Friends,

Our work to support the communities we live in and the nonprofits that serve them continued unabated in 2022. As we continue to navigate the changing world of work while grappling with ongoing societal inequities, TSNE has sustained and strengthened our commitment to equity through new programming, partnerships, and our new strategic plan.

In the following pages, you will read about the incredible work of TSNE's fiscally sponsored organizations (FSOs) and the impact they are making on their communities, TSNE's programs supporting diversity, equity, inclusion, and belonging, and our continuing evolution as we work toward supporting and strengthening organizations.

I am pleased to share our progress and our strategy moving forward with you, and together, we can create a just and equitable society where all can thrive.



**ELAINE NG**



# A NEW STRATEGIC VISION

## THE STRATEGIC PLANNING PROCESS

Over the past few years, TSNE has undergone a significant transformation period with executive and staff changes. TSNE transitioned from a historically white-dominant Board with an all-white management team, to an organization with an actively engaged Board that is now over 80% BIPOC, and a senior management and staff team that is 58% and 55% BIPOC, respectively.

In addition to this demographic shift, TSNE engaged in multiple change management and organizational development projects, including facilitating a considerable shift in organizational culture.

In 2022, TSNE embarked on a strategic planning process to refine our mission and establish new vision, values, and goals. Working with the firm Strategy Matters, LLC, TSNE engaged in a planning process that formalized our theory of change, assessed current and recent programs, services, and initiatives, provided clarity into our unique value proposition, and identified opportunities to further TSNE's impact across the nonprofit sector.

The strategic planning process drew from the insight, experiences, and aspirations of internal and external stakeholders—the full TSNE community. The outcome of this process is a three-year strategic plan which positions TSNE for the future.



## TSNE'S UPDATED MISSION, VISION, AND VALUES

### Mission

TSNE strengthens organizations working towards a just and equitable society.

### Vision

We envision a future where organizations creating a just world have the capacity to lead change.

### Values

**JUSTICE:** A just society is one in which all people have the dignity, resources, power, and self-determination to fully thrive. We seek to create a more just world in all of our work.

**PROGRESS:** We commit our resources, expertise, and energy to delivering high quality support and services that make movement toward a more just world possible.

**IMPACT:** We work collaboratively with others to build the capacity and sustainability of organizations who work towards social good.





## TSNE'S NEW STRATEGIC GOALS



### **Maximize Organizational Effectiveness**

Build the internal capacity we need to deliver on our mission and to be sustainable long-term



### **Increase Our Direct Impact on Equity – Internally and Externally**

Center equity in all that we do so that it becomes a hallmark of our work



### **Increase Our Positive Impact on the Nonprofit Sector**

Realize TSNE's role as an innovator and thought leader



### **Execute a Plan for Financial Stewardship and Sustainability**

Control costs, explore new revenue sources, and steward our resources effectively



OUR CORE SERVICES

# PROPERTY SERVICES

## REOPENING OF BISHOP ALLEN DRIVE

TSNE celebrated the reopening of 99 Bishop Allen Drive with the Cambridge Redevelopment Authority (CRA), its tenants, and the Cambridge community on March 30, 2022.

After its extensive, multi-million-dollar renovation and upgrade project, Bishop Allen Drive is once again open to the nonprofits that have called it home for decades. Over the course of 2021, TSNE's property services team worked closely with the CRA and their project managers, architects, and general contractor to design a re-energized space while ensuring the tenants had a place to work by relocating them temporarily to The Link in Kendall Square.

After a \$12 million, 12-month renovation, the building is now ADA compliant, energy efficient, and a beautifully restored, welcoming space.



In 2022

8

properties managed

Properties we manage support

78

organizations

## NEW TSNE-MANAGED PROPERTIES

**99% of the  
Nonprofit Center  
was leased in 2022**

## THE POSSIBLE ZONE

The Possible Zone (TPZ) was founded originally as The Possible Project in 2009, with a goal to support high school students with unlimited talent but less access to opportunities and career-enriching experiences. Since then, TPZ has served 1,000+ students in the greater Boston area and is poised for a period of expansion—both in the number of students served and in local and national impact.

Our work supports TPZ's bold vision for the future of education and career readiness driven by a passion for youth development, rooted in research and data, and informed by the history of serving students in Boston and Cambridge.

## THE FOUNDRY

The Foundry is a self-sustaining center of creativity and collaboration in the Kendall Square neighborhood offering the Cambridge community opportunities in science, technology, engineering, arts, and math.

At 50,000 square feet with a 4,000 square foot exterior, The Foundry provides space and programs for the arts (visual and performing), crafts, technology, entrepreneurship, workforce education, and community activities.

The Foundry helps facilitate access for residents, especially underrepresented communities, to the dynamic working and learning environment of Kendall Square.



## FISCAL SPONSORSHIP

### WELCOMING NEW FISCALLY SPONSORED ORGANIZATIONS

TSNE is excited to welcome the Massachusetts Food System Collaborative and Revere Youth in Action as fiscally sponsored organizations.



#### The Massachusetts Food System Collaborative

supports collective action toward an equitable, sustainable, resilient, and connected local food system in Massachusetts. They envision a local food system everyone has access to healthy food, land to grow food, good jobs, and the systems where policy decisions are made.



**Revere Youth in Action** is a voice for Revere Youth based in the Shirley Ave neighborhood of Revere, Massachusetts. They are dedicated to protecting and promoting the educational, cultural, and socio-political rights of Revere youth.

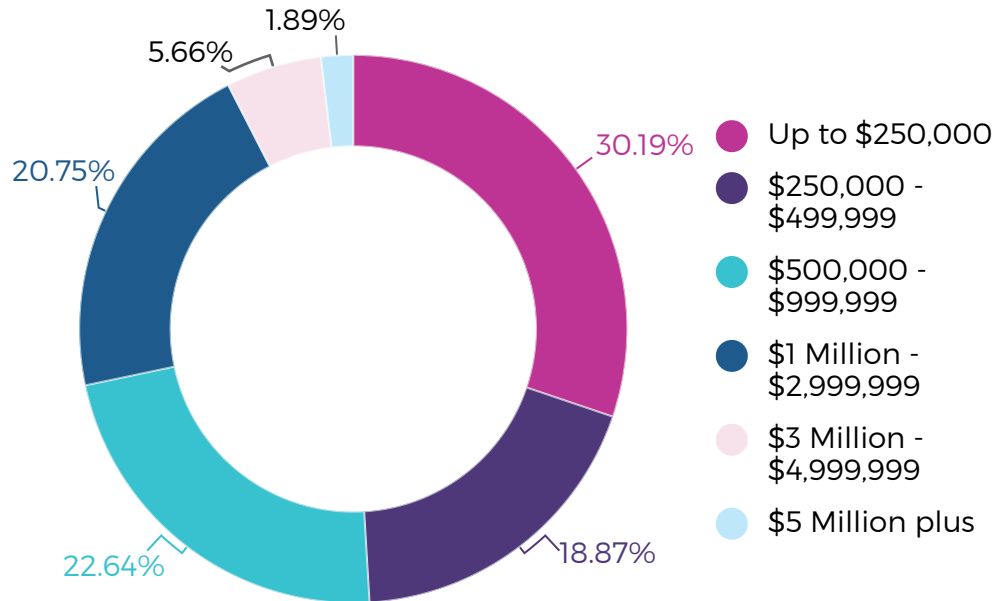
### GRATITUDE FOR OUR FISCALLY SPONSORED ORGANIZATIONS

Thank you to all of our fiscally sponsored organizations for an incredible 2022. The work our FSOs do every day is invaluable in lifting up our communities.

## Number of Fiscally Sponsored Organizations (FSOs) in FY22

# 53

## Breakdown of FSOs by Budget Range



## Breakdown of FSOs by Discipline





## CONSULTING AND TRAINING

### NONPROFIT EXECUTIVE DIRECTORS OF COLOR CAPACITY SUPPORT PILOT

In 2022, TSNE's Consulting and Training team launched a new Nonprofit Executive Directors of Color Capacity Support Pilot. This robust, cohort-based pilot provides organizational leadership support, participatory trainings on topics defined by participants (e.g., sustainability strategies, change management, board and staff relationships), and the ability for executive directors to enlist consultants in co-creating the capacity-building agenda to best meet their needs.

As a result of the learnings from this pilot, TSNE will launch a new edition of this program, which will deepen individualized supports, expand networking, and create specialized coaching opportunities for a new cohort of Executive Directors of Color.



This program is made possible through the support of the Barr Foundation, The Boston Foundation, The Hyams Foundation, and The Klarman Family Foundation.

## PARTNERING WITH POWERING CULTURAL FUTURES

Powering Cultural Futures is a Barr Foundation initiative that connects and serves grantees of the BIPoC Arts Equity Fund of the Community Foundation of Western Massachusetts. TSNE is working with the Barr Foundation on this initiative to provide technical assistance, peer networking, and other supports to a diverse cohort of 15 BIPoC-rooted organizations in Massachusetts.

Powering Cultural Futures provides means for these community-rooted organizations to build on their achievements by increasing access to arts and cultural expression in BIPoC communities; developing networks of mutual support for BIPoC artists; and investing in the evolution of BIPoC artforms and aesthetics. In this partnership, TSNE provides organizational development consulting, customized capacity-building recommendations, trainings, convenings, and more.

**Better Nonprofit  
Management Workshop  
Series Attendees**

**582**

**Organizational  
Development Consulting  
Engagements**

**41**

**Human Resources  
Consulting Engagements**

**17**

**Executive Search  
Engagements**

**16**



**Nonprofit sectors we support:**

- Arts, Culture, and Humanities
- Capacity Building Education
- Children and Youth
- Civil Rights, Social Action, and Advocacy
- Community Development
- Criminal Justice and Legal Related
- Crisis Intervention
- Environment and Animal Related
- Health
- Housing and Shelter
- International Relations and Development
- Philanthropy and Grantmaking
- Social Science Research
- Workforce Development and Employment

# CHANGE ACROSS TSNE & BEYOND



## ADVOCATING FOR DIRECT SUPPORT TO NONPROFITS

In May 2022, the Boston City Council invited TSNE's President and CEO Elaine Ng to testify on the impacts of COVID-19 on the nonprofit sector, and the potential for American Rescue Plan Act (ARPA) funds to provide recovery relief for the critical services the sector provides to the City and its residents.

When the federal government passed ARPA, nonprofits were included as eligible direct recipients of recovery funds. This presented an unprecedented opportunity for local governments and nonprofits to work together to fund an equitable recovery plan.

Elaine highlighted this once-in-a-lifetime opportunity to provide direct relief to nonprofits, especially smaller nonprofits led by and serving people of color:

"...ARPA allows for direct nonprofit relief and the opportunity to think creatively and boldly. We don't need to be boxed in to the old paradigm of the City contracting nonprofits to do more work. Allocate funds for direct relief to support the sustainability of our City's nonprofits and the health of our workforce — a workforce that is worn down and exhausted from two years of direct crisis response, so that we can continue the work of supporting our City and its residents."

Elaine went on to note that Boston's nonprofit sector workers, including many people of color, met the challenges of the past two years and now need Boston to think boldly and equitably about supporting them and the critical work they do every day.

**Total employees in FY22**  
**591**

**Total states served**  
**36**

## PAY EQUITY AND PAY SCALE

At the end of 2022, we began an internal compensation study to update TSNE's pay scales and structure. This research will help guide our compensation strategy and support our ongoing goal to have equitable, competitive, compliant, and cost-effective salaries in the nonprofit sector.

## LUZDY RIVERA PROMOTED TO CHIEF PEOPLE AND CULTURE OFFICER

Luzdy Rivera's new role as Chief People and Culture Officer reflects the ongoing evolution of TSNE's Human Resources department, and recognizes the critical role HR has in building and holding TSNE's culture to be of service for our team—our people—to ensure that we are able to provide excellence for the communities and organizations we support.

Luzdy brings to TSNE comprehensive experience in human resources operations for the nonprofit and healthcare sector along with a strong commitment to people and DEIB. She has specialized competencies in strategic leadership, and talent management and development, which includes leadership culture, performance management, employee engagement, and change management. Luzdy thrives in the work of organizations that positively impact and make a difference in the lives of people and society. Luzdy has a Master's Degree in Business Administration with a Major in Human Resources from Metropolitan University.



## PATHWAYS FORWARD

Throughout 2022, we introduced new and updated policies that go beyond compliance, and focus on people and culture. Among these are the Violence and Abusive Behavior policy, Domestic/Dating Violence, Sexual Assault and Stalking policy, Bereavement Leave, and Health Time Leave policies. We are also continuing to provide the most affordable and valuable benefit offerings to all staff, such as consciously waiving insurance eligibility waiting periods, improving our retirement benefit offerings, and offering benefits to cover our beloved pets.

## ELAINE NG ELECTED TO BOARD OF NATIONAL COUNCIL OF NONPROFITS

In 2022, Elaine Ng was elected to the board of the National Council of Nonprofits, the largest network of nonprofits in North America. Elaine joins three other first-time board members — Sheila Bravo, President and CEO, Delaware Alliance for Nonprofit Advancement, Calvin J. Crosslin, Chief Diversity Officer, Lenovo, and President, Lenovo Foundation, and Caroline Altman Smith, Deputy Director, Education, The Kresge Foundation — as they lend their experience to championing, informing, and connecting organizations across the country.

# FINANCIAL STATEMENTS, LEADERSHIP TEAM, AND BOARD OF DIRECTORS





# FINANCIAL STATEMENT

IN MILLIONS

	FY22	FY21
<b>Net Assets:</b>		
Unrestricted	\$34,279	\$35,276
Donor Restricted for TSNE Programs	\$613	\$817
Donor Restricted for FSOs	\$89,738	\$71,762
<b>Total:</b>	<b>\$124,630</b>	<b>\$107,855</b>
<b>Revenue:</b>		
Fiscally Sponsored Orgs	\$72,066	\$72,166
TSNE Consulting and Training Services	\$2,089	\$2,322
Property Management	\$3,656	\$3,255
Royalties and Investment Income	\$2,590	\$7,483
<b>Total:</b>	<b>\$80,401</b>	<b>\$85,226</b>
<b>Expenses:</b>		
Fiscally Sponsored Orgs	\$55,655	\$56,541
TSNE Consulting and Training Services	\$1,684	\$1,565
Property Management	\$2,877	\$2,798
TSNE Administration	\$3,410	\$2,923
<b>Total:</b>	<b>\$63,626</b>	<b>\$63,827</b>
<b>Surplus*</b>	<b>\$16,775</b>	<b>\$21,399</b>

\*Surplus includes balances of all Fiscally Sponsored Organizations

# TSNE LEADERSHIP

## ELAINE NG

President and Chief Executive Officer

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## FAISAL ABID

Director, Property Management

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## LUKE ALONSO

Director, Data and Business Intelligence

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## MICHAEL IBRAHIM

Chief Program and Impact Officer

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## GEOFF LAMONT

General Counsel

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## LUZDY RIVERA

Chief People and Culture Officer

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## NOAH STOCKMAN

Chief Financial Officer

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Back row (Left to Right): Geoff Lamont, Luke Alonso, Faisal Abid, Noah Stockman; Front row (Left to Right): Luzdy Rivera, Elaine Ng, Michael Ibrahim

# BOARD OF DIRECTORS

## OFFICERS

### MIKI C. AKIMOTO, CHAIR

Chief Impact Officer  
National Center for Family Philanthropy

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### JAYE Y. SMITH, VICE CHAIR

CEO  
Trust Early Learners

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### MARCOS LUCIO POPOVICH, CLERK

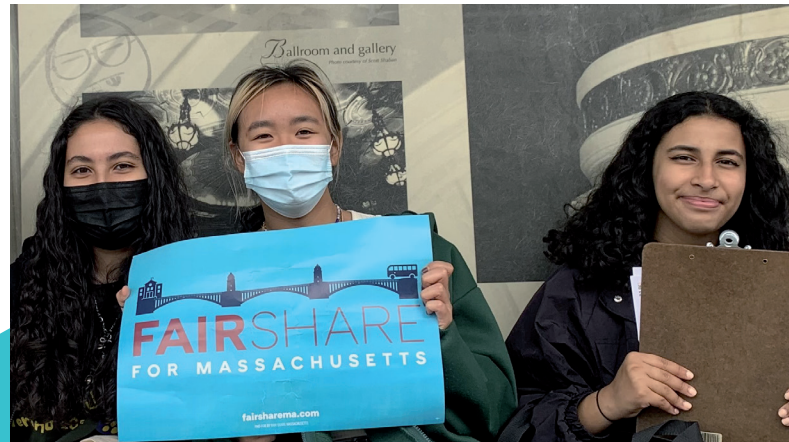
Program Director of Grantmaking  
Nellie Mae Education Foundation

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### CLEMENT JAMES, TREASURER

Senior Director of Financial Reporting and Controller  
Year Up

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## DIRECTORS

### ANGELA BROWN

Chief of Economic Development  
Metropolitan Area Planning Council

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### BETH CHANDLER

President & CEO  
YW Boston

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### NANCY B. GARDINER

Managing Partner, Family Office and Philanthropy Services  
Hemenway & Barnes LLP

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### CHERYL SCHAFFER

Retired

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