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DEAR FRIENDS,

As 2023 draws to a close, we find there is so much to say about the people, organizations, and movements that we supported and learned from this year.

As we continue to implement our 2022-2025 Strategic Plan, we worked on making program costs more equitable through sliding scale pricing and launched a comprehensive Bridging the Gap campaign to raise funds for program scholarships to increase access to key programs like our New Executive Director Institute.

Support Center is propelled by an ever-expanding network united by a shared vision for a stronger and more interconnected social sector.

We continued to invest in talent development for our staff, board, and network of partners. We launched a new Strategic Planning Institute to support capacity builders interested in strategic planning, and we added a third Interim Executive Director training to our annual programs. We collaborated with The Leaders Trust on a shared internship opportunity, and we added two new staff members. We deepened our collaboration with long-standing partners, and we began new

relationships with several funders committed to bringing consulting, training, and advisory support to their grantees.

In the pages that follow you will see short reflections on our work from this past year as well as efforts to design and deliver programs aligned with our strategic plan and our values. If you were a part of those programs, our sincerest thanks. And if you were not, let's start talking about next year. We welcome the opportunity to connect. Support Center's mission is to collaborate with "nonprofits and social enterprises to transform their leadership and management and advance our vision for social change," and our work is inherently collaborative, generative, and cocreated with our many partners.

As we close out 2023, thank you again to the staff, board, advisors, consultants, facilitators, navigators, interim executives, program participants, funders, partners, collaborators, and many many sources of mutual support and inspiration. This is an organization propelled by an ever-expanding network united by a shared vision for a stronger and more interconnected social sector, and we look forward to continued opportunities to work together.

Warm regards,

Support Center Board and Staff

2023 by the NUMBERS

WE REACHED



UNIQUE **ORGANIZATIONS**

across our strategy and management, executive transition, professional and leadership development and organizational navigation work, primarily in New York, New Jersey, and Connecticut.

PUBLIC WORKSHOPS, WEBINARS, AND/OR **SPECIAL EVENTS** THAT WE HELD

Topics included board governance, financial management, grant writing, presentation skills, remote team management, repurposing conflict, and more.





participated in our New Executive Director Institute.



ORGANIZATIONS

participated in organizational navigation, including those in partnership with the NJ Office of Faith Based Initiatives, Walton Family Foundation, and Tepper Foundation.

WE WORKED WITH



ORGANIZATIONS



STRATEGY AND **MANAGEMENT PROJECTS**

including strategic planning, executive coaching, board development, and diversity, equity, and inclusion planning.





INTERIM EXECUTIVE DIRECTOR PLACEMENTS,

helping organizations through a leadership transition.

Reflecting on

OF THE INTERIM EXECUTIVE DIRECTOR

Support Center has seen a dramatic increase in the number of executive transitions and demand for interim executive placements. But in addition to growing volume, the work of the interim executive has grown increasingly complex with greater attention paid to equity and justice in the social sector workplace. In an interactive panel from Support Center's 2023 Annual Retreat we heard from interim executive practitioners about the evolving landscape for interim executives.

The wide-ranging discussion was facilitated by Support Center consultant Gilles Mesrobian, who was joined by Robin Jenkins, Margo Amgot, and Richmond Rabinowitz, all of whom are alumni of Support Center's interim executive training. The conversation touched upon the unique role and challenges for interims, change management, the unique perspective that interims bring, and the "sacred duty" that interims undertake (thanks, Margo, for that phrasing).

The esteemed group, with over two dozen interim placements shared between them, spoke to the challenges and successes of their experience while commenting on the changes in the field. "An organization going through transition is in a precarious position, and the interim executive placed has a responsibility to ensure the organization gets to solid ground," was just one of many notable takeaways.

One of the recurring themes was ensuring the incoming leader's success, and the special role of the interim as the go-between across staff, the board, and the incoming long-term leader. "Transitions are always an opportunity," and not long after starting as an interim executive, there is no one who knows the organization better. There is a delicate balance between taking action while noting that "interims are a part of a team." If it sounds like this is difficult and challenging work, that's because it is. "These last few years there's been much more of a crisis across organizations, whether the board knows it or not. As the interim, I'm now helping to name the crisis, orient board members to the challenge, and figure out what the next path looks like."

Sometimes this means helping with existential questions like: should this organization exist; is it still needed; should the organization merge with another organization doing similar work? And sometimes it is working with a board to rewrite the job description for the next long-term executive because the board has to evolve its thinking about the role of the executive director. "To me, the number one thing is that the board has a clear lens on who they're looking for and what the job really is." Another hot topic of discussion was the desire for organizations to intentionally seek out leaders of color as the next long-term executive. "We are finally (I hope) moving the needle about diversity and being able to talk about

their thinking about the racial identity the next long-term executive as well as what organizational work could help to support the transition.

This group of interim executives was clear that while this work is not easy, nor is it for everyone, being an interim executive has changed them. "Interim executives walk away with a greater sense of self and a greater appreciation for the nonprofit sector." One interim executive summed up the experience in the aggregate, noting that "I walk in the world much more capable of handling various kinds of people, making sure I listen, making sure I get a good night's sleep, and that I wake up the next day refreshed. I actually think I walk in the world a

had a huge impact on me."

much better and

healthier person. It's

Transitions are always an opportunity.

Black, Indigenous, People of Color (BIPOC) in leadership." Interim executives have a unique position to help boards and organizations clarify



BRIDGING GAPS for Refugee and Migrant Organizations

Since April 2022, 116,000 migrants have arrived in New York City seeking asylum, mostly from the U.S.- Mexico border.1 Overall, 2022 saw a record-setting 2.2 million illegal crossings, with many fleeing gang violence, economic crises, and other hardships.² With a six-month waiting period for work permits imposed on most migrants, they face extraordinary challenges to support themselves and their families. Refugees also contribute to the fabric of communities across the tri-state area. They are individuals and families who cannot return home for fear of losing their lives and whose own government cannot or will not protect them. While individuals with refugee status are eligible to work, they face steep obstacles. There are many nonprofit organizations in the tri-state region that work tirelessly to provide support to migrant and refugee families and individuals. Support Center worked with a few such organizations in 2023, including New York Immigration Coalition (NYIC), Damayan Migrant Workers, Refugee Assistance Partners of NJ, and The Center for the Integration and Advancement of New Americans, Inc. (CIANA).



Refugee Assistance Partners of NJ (RAPNJ) is a non-profit organization composed of a network of communities and local organizations that support and monitor the treatment of refugees in Union County, New Jersey. RAPNJ was founded in 2015 with

RAPNJ connected with Support Center in the fall of 2023 after receiving a capacity-building grant from the NJ Office of Faith-Based Initiatives, and was paired with a Support Center Navigator. RAPNJ's Executive Director, Jill Segulin, had two big goals for the organization: to strengthen the board and develop new funding opportunities.

As part of Support Center's suite of services to nonprofits, the Organizational Navigation Program pairs organizations with an experienced non-profit leader to support longterm change. The program focuses on supporting nonprofits struggling with critical strategic issues such as shifts in the operating environment or growth planning. Support Center's approach is to partner authentically with each organization from intake through project completion by pairing them with consultants and navigators who work to identify pain points, collaborate around solutions, and co-create new paths.

Support Center Navigator Wendy Seligson was paired with



² NYT, Ashlev Wu, 10,29,23 https://www.nytimes.com/ interactive/2023/10/29/us/illegal-border-crossings-data.html



RAPNJ's team and spoke in great detail about the project. The theme that surfaced was "bridging gaps." Seligson states, "With Support Center's partnership, we were able to deepen connections, create an action plan, and execute RAPNJ's objectives." The action plan serves as not just a tool but also a framework to aid in holding organizations accountable and maintaining transparency around what is needed to complete each objective.

Bridging gaps at the organizational level ultimately bridges the most critical gaps for the community it serves. To date, RAPNJ has helped over 350 refugees from the Middle East, Africa, and Central America. Assistance for individuals and families ranges from housing advocacy, accessing English as a Second Language services, school transition for youth, and employment services.



Emira Habiby Browne, Founder and CEO at The Center for the Integration and Advancement of New Americans, Inc. (CIANA),

engaged Support Center in 2023 through a grant from the Communities of Color Nonprofit Stabilization Fund. CIANA aimed to strengthen the board's capacity and skills through training, particularly around roles and responsibilities and fundraising. Support Center connected CIANA's team



to affiliate consultant Ted Geier, who facilitated a board retreat and helped with the completion of a board matrix to plan for the recruitment of new members. Board expansion will be important as CIANA seeks to grow its





fundraising capacity and increase its budget to meet the dire needs of asylum seekers coming to CIANA for an array of services. "Having Ted there alleviated my concerns," says Browne. "It was helpful to have a third voice." CIANA's Chief of Staff Joe DeMaria agreed, commenting that board members are now aware of the delineation between board and staff roles. "They now know the questions they should be asking, and when I share a financial report, they really look at it."

The collaborations between RAPNJ, CIANA, Damayan, NYIC and Support Center reveal that nonprofits now more than ever understand the need to strengthen their organizations to better serve their community. Healthy organizations start with healthy boards, solid plans, and mission-aligned actions; Support Center understands this and continues to strengthen so that we, too, can serve our clients better.



Peer Cohort Learning with CITY HARVEST

City Harvest is a leading food rescue organization based in New York City; they rescue perfectly good, nutritious food that would otherwise go to waste and deliver it for free to New Yorkers in need. Since the organization's inception, City Harvest has rescued and distributed over one billion pounds of food across the five boroughs. With the organization's network of hundreds of food pantries and soup kitchens, City Harvest is integral in providing food to the nearly 1.2 million New Yorkers experiencing food insecurity.

were able to not only connect and engage with a network of peers but also lead their own learning.

In addition to its core programming - Food Rescue, Food Distribution, Nutrition Education, and Disaster Response - City Harvest has a capacity building team focused on strengthening its network of partners. Support Center and City Harvest are no strangers to one another. In 2022, Support Center facilitated four standalone workshops for City Harvest. For 2023, Raffaella Glasser and Elizabeth Voigt from City

Harvest reached out with a request to deliver a standardized customized training consisting of separate workshops in addition to something new – a peer cohort program. This cohort consisted of a group of leaders from City Harvest's partners participating in monthly in-person sessions in which a facilitator provided teaching and expertise.

The sessions were held in the spring and summer with Support



Center Executive Director Keith Timko as the facilitator. The leaders in the cohort were able to co-create their own learning, tailoring it to their interests and preferred areas of growth. During Support Center's Annual Retreat in June, Glasser noted, "We spent a significant amount of time and attention designing a program that builds trust and enables participants to be open and honest about their organizational and individual challenges." By the end of the program, leaders were able to not only connect and engage with a network of peers but also lead their own learning.

The work of City Harvest, their network, and partner organizations is essential to changing the landscape of food access and food justice in New York City. Cohort learning can help those on the front lines of doing difficult and important work to support and learn from one another, re-energize, and healthily maintain our connections. With this, it is important to ask ourselves how we can support one another, how we can pour into the important work we do, and healthily maintain our connections. And while this peer cohort program was the first of its kind at City Harvest, they have chosen to continue offering this program to their network.

CAPACITY BUILDING FOR

ENVIRONMENTAL SUSTAINABILITY

In 2023, Support Center worked with a variety of small-to-medium sized environmental organizations working to build more resilient communities, address climate change, educate youth around land stewardship, and strengthen coalitions. Much of this work was done in partnership with the Walton Family Foundation.

Support Center began partnering with the Walton Family Foundation in late 2022 to provide capacity building support to grantee organizations within its Environment Program. The foundation views the protection of water during climate change as one of the



most important challenges of our time, and focuses its work on the Colorado River Basin, the Mississippi River Basin, and Oceans. The foundation's work supports climate-resilient approaches to agriculture, water resource management, and sustainable fisheries. Support Center is currently working with eight grantee organizations including six within Oceans and two within the Mississippi River Basin. Much of that work is focused on strengthening leadership and governance, ensuring accountability around

goal setting and strategy implementation, and exploring new sources of revenue.

Within its Oceans portfolio the foundation works with fishers to encourage adoption of sustainable fishing practices and with the seafood industry to support sustainability throughout the supply chain. Inclusion of community voices in decision making is key to the success of sustainable fishing initiatives and can contribute to more resilient communities and improved socioeconomic status for fishers.





ALASKA MARINE CONSERVATION COUNCIL

(AMCC) works to protect and promote the integrity of Alaska's marine ecosystems and the health of ocean-dependent communities. AMCC is a leading voice in a coalition of 50+ community leaders throughout Alaska engaged in advancing federal fisheries issues, and it has built a number of strong partnerships with other sustainable fisheries. Executive director Marissa Wilson believes AMCC is at a pivotal point where it could help spark transformational change around sustainable fishing and fishery management. As a first-time executive director, she was looking to build her own leadership skills in

order to lean into the moment and give voice to this broader vision, while also strengthening AMCC's board, staff, and fundraising.

Affiliate consultant Marie Zieger was paired with Wilson and AMCC to support her leadership goals and the implementation of AMCC's 2022-25 strategic plan.



"There were no measurable goals in the strategic plan so Marie and I worked on developing an operational plan with measurable

outcomes, which has been the backbone of our organizational work as well as conversations with the board. The operational plan has become an action plan for growth and an on-ramp for board engagement," says Wilson. The next stage of work will focus on supporting board leadership, developing the capacity of the board to more actively support implementation of the strategic plan, and diversifying the board to better represent the way of life AMCC is actively working to protect.

For three other Oceans grantee organizations, Support Center leveraged the flexibility of the Organizational Navigation program, which works across an organization's leadership (i.e., staff and board) to identify three or four key goals, develop



The foundation views the protection of water during climate change as one of the most important challenges of our time.





key performance indicators, and provide organizational coaching to hold the organization accountable to those goals and support them through curated resources and thought partnership. This approach afforded a way to build trust through a protracted period of discovery and active listening, while putting the power of change in the hands of the organization.

For SEAFOOD HARVESTERS OF

AMERICA, this meant looking at the membership model and for ways to increase fee-for-service options to diversify sources of revenue.





THE KKAC ORGANIZATION (KKAC), a Mississippi River Basin grantee, is an Arkansasbased nonprofit organization founded by the Peer Farm Group in 2015 to educate minority youth about production agriculture and agriculture business. KKAC quickly expanded its mission and now additionally works toward land retention, preservation, and wealth building in historically underserved communities, particularly African-American, across several states. KKAC provides education and technical assistance on agriculture business, estate

planning, heirs' property issues, and land management through statewide conservation programs. Support Center affiliate consultant Keith Green has been working with staff teams across KKAC's departments to improve internal communications, establish standard operating procedures and workflows, provide staff development, and generally support the implementation of KKAC's 2024-28 strategic plan, which among other goals calls for improvements to KKAC's infrastructure and expanding youth and education programming and technical assistance to additional states.

When you're a person of color leading an organization it is impossible to separate the organizational and personal.

Promoting BIPOC-led and BIPOC-serving Organizations

In Support Center's 2022 - 2025 Strategic Plan there is a call to increase access to Support Center's programs for small organizations led by Black, Indigenous, and People of Color (BIPOC). But what are the needs of small BIPOC-led organizations and how are Support Center's programs helpful? And what more could capacity building organizations be doing? These are some of the questions explored during a session at Support Center's 2023 Annual Retreat moderated by board member Rachael Gibson, who also serves as Chief Diversity, Equity, and Inclusion Officer at Crowe.

Panelists included: Riccardo Dale, Founder and CEO, Free All Minds, a nonprofit focused on mentoring and supporting at-risk youth in the community; Keith Dent, Executive Director, Haven Adolescent Community Respite Center, a nonprofit supporting adolescents and their families during times of domestic conflict; and Aisha M. Babilonia, Founder and Chief Executive Officer, Habakkuk's Vision, an organization providing re-entry and support services for the formerly incarcerated, survivors of domestic violence, those living with HIV/AIDS, those fighting substance abuse, the homeless, disenfranchised and underserved individuals in the community.

The panel began with exploring potential opportunities for small BIPOC-led organizations, from expanding into new communities and partnering with other small BIPOC-led organizations to encouraging community conversation through social media. "It makes a difference when you have someone from the community, living in the community who now has the vision for the community. There's a passion that comes through and the ability to leverage these experiences with that vision."

There are of course challenges. The conversation highlighted the many dimensions of BIPOC leadership and representation in organizations and the need to pay attention to all them. Panelists pointed out a recent Candid blog post on defining "BIPOC-led" with a number of different dimensions including the racial background of the board, the executive director, board chair, and senior management. "If you don't have BIPOC representation on the board, if you're not in communication with the community or funders, if you don't have BIPOC staff, you're going to run into some problems."

For one panelist, this struck a chord. "I am Hispanic even if I don't look like it. I am formerly incarcerated and a woman. I have heard a lot about the needs of the community." It doesn't mean that you will always get it right, though. There is a balance of lived experience and identity and the necessary expertise and skills that you need to lead successfully.

Leading and managing successfully was a hot topic during the panel. It's no surprise that small BIPOC-led organizations grapple with familiar challenges such as growing pains, passive boards, building out new staff teams while addressing staff departures, and cultivating new relationships all while wearing multiple hats. Panelists also stressed the importance and challenges of finding funding amidst these organizational challenges. Of particular note was a sense that the funding never felt intended for BIPOC-led organizations despite the obvious need for funding support.

Self-care and wellness was also a recurring theme. There is an emotional toll of working with people on the margins and the lack of breaks with 24/7 program models. "We need to be intentional about self-care especially when there is no infrastructure in place. We need a support system and to have someone hold you accountable for taking care of yourself because if not, it's easier to fall into not doing it and be burnt out," offered one panelist.

"I started the organization as a sophomore in college. I felt God was calling me to start this tutoring and mentoring organization, but I also thought I should establish myself before I do this. In the end I decided to do this now because these kids can't wait for me for five years," shared another panelist. Now at the age of 26, with program participants and family members looking for help and support, the emotional and psychological burden is real. "I need to take a step back and realize you can't pour from an empty cup. The biggest challenge when it comes to self-love is thinking about myself and what I need to better serve everyone else. I can't serve the community if I can't take care of myself."

The demands and stresses of the role resonated with other panelists. "I do not get paid through my nonprofit, so I must stay gainfully employed in another job. Sometimes I feel the weight, and it is heavy on my shoulders."



The panel concluded with reflections and recommendations for supporting BIPOC-led and BIPOC-serving organizations.

Among the recommendations were:

- ➤ Provide more classes, resources, and mentoring around finding funding, managing finances, and setting up the legal structures to run an organization successfully;
- ➤ Offer more financial support and grants for start-ups with reasonable data and reporting requirements. Make reporting a function of the program work that is done rather than a reflection of administrative skill:
- ➤ Help BIPOC leaders get into the room for funding and partnerships. Be generous with networks, introductions, and connections.



> OUR TEAM

STAFF

Gabriela Barria, Program Manager
Carolyn Champ, Associate Executive Director
Taiwo Fayemi, Program Associate
Crystal Harper, Director of Finance and Administration
Laura Holdrege, Associate Director of Operations
Maya Kassahun, Program Associate
Jasmin Mayen, Project Manager
Gloria Ramón, Director of Capacity Building
Keith Timko, Executive Director/CEO
Khourin Wilkins, Associate Director of Programs

BOARD

Jeffrey Robinson, *Board Chair*Margarita Rosa, *Vice Chair*Carole Brinkley, *Secretary*Bill Falahee, *Treasurer*Nadine Akinyemi
PeiYao Chen
Madhu Ghosh
Rachael Gibson
Amy Holmes

Katrina Huffman Carine Jocelyn Elaine Katz Susan Parrs Jess Louis Quinones Amy Sananman Louise Shea Keith Timko Angelica Velazquez

LEADERSHIP COUNCIL

Doug Bauer
Melissa Beck
Helene Blieberg, Co-Chair
Jack Bode, Co-Chair
Karen Brown
Richard Brown
Casey Castaneda
Donna Colonna

Don Crocker
Laura Cronin
Robert Danzig
John Emmert
Paul Gangsei
Jenn Goldstone
Douglas Gould
Anne Green

Alisa Kesten
Eddie LaPorte
Diane Manning, Co-Chair
Lakimja Mattocks
Matthew McCrosson
Matthew O'Dell
Tonia Papke
Laura Rossi

Janice Schoos
Anne Sherman
T. Peter Sullivan
George Suttles
Ric Swierat
Sharmila Rao Thakkar
Keith Timko
Phillip Yang



CONSULTANTS

Frank Abdale Janice Alderman Babette Baker Lee Botnick Rodney Fuller Lisa Gaffney Ted Geier Keith H Green Carine Jocelyn Rehva Jones Jeffrey Key **Brigid Lang** Gilles Mesrobian Tani Mills Laurel Molloy Tonia Papke Richmond Rabinowitz Sharmila Rao Thakkar David Rivel Frank Schneiger Wendy Seligson Melissa Shillingford **BJ** Sung Paula Toynton Anne Turner Dart Westphal Rosalind Wilson **Robin Yates**

Marie Zieger

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Gary Bagley
Keith H Green
Joan Malin
Gilles Mesrobian
Tani Mills
David Rivel
Stephan Russo
Frank Schneiger
Doug Schoenberger
Wendy Seligson
BJ Sung
Sharmila Rao Thakkar
John Vitali
Nancy Wackstein

KEY PARTNERSHIPS

Support Center's 2022-2025 strategic plan anchors the role that partnerships play in our organization with two primary objectives:

- Leverage existing and identify new strategic collaborations to advance our mission, support our vision for social change, and influence the field.
- Expand existing and secure new funder partnerships that reflect multi-year engagements with long-term,
 transformational impact.

We are pleased to report on a number of partnerships that are helping to advance this strategic objective. Below are some of the highlights from a partner list that includes:

- Altman Foundation
- ➤ Bank United
- Clark Foundation
- Hyde & Watson
- Grunin Foundation
- JPMorgan Chase
- New Jersey Office of Faith Based Initiatives
- NY Community Trust
- NYC Department of Small Business Services
- NYC Department of Small Business Services
- NYC Department of Youth and Community Development
- PSEG

- T. Rowe Price Foundation
- Tepper Foundation
- Walton Family Foundation

Building Capacity with the Grunin Foundation: In 2023, Support Center continued our multi-year partnership with the Grunin Foundation by designing and delivering a two-day "governance retreat" to support board development with organizations in Monmouth and Ocean counties in NJ. Additionally, the Grunin Foundation is underwriting office hours and small-scale consultancies on a range of topics from human resources to fundraising.

New Jersey Office of Faith Based Initiatives: Now in our ninth year of working together, Support Center and the NJ Office of Faith Based Initiatives continued support for a variety of NJ-based social enterprises and community-based organizations. We partnered on delivering grant writing workshops and the pairing of an organizational navigator with community-based organizations through the Project Atlas program.

New York City Department of Youth and Community Development: Support Center continued to work with the NYC Department of Youth and Community Development to address the governance needs of a wide variety of local community organizations. Through this partnership, we organized a cohort of organizations focusing on their governance function and delivered a number of one-on-one consultancies and trainings focused on developing the board.

New York City Small Business Services: In 2023, Support Center continued our partnership with NYC Small Business Services to offer customized trainings and consulting to business improvement districts. Highlights included creating a series of governance training videos hosted on YouTube and updating a number of websites for smaller business improvement districts.

Tepper Foundation: In 2023, Support Center developed a new partnership with the Tepper Foundation providing organizational navigation and customized trainings to Tepper Foundation grantees. The partnership has helped to increase access to capacity building for a number of organizations across NJ focused on addressing food insecurity.

T. Rowe Price Foundation: The Foundation continues to underwrite spots in Support Center's New Executive Director Institute and Interim Executive Director Institute. The Foundation recently reported that the feedback they've seen from participants in this program has been incredible. "Allowing access to Support Center trainings is strengthening the organizations and leaders whom we support," says Sabrina Thornton, Arts and Culture Program Officer at the Foundation.

Walton Family Foundation: Support Center continued a partnership with the Walton Family Foundation to provide strategy, management, and navigation support to a number of organizations within the foundation's environment portfolio.



REVENUE and **SUPPORT**

FEES

Consulting, Coaching, and Navigation	\$623,269
Executive Leadership	
Customized and On-site Training	\$158,163
Public Workshops	\$61,610
Job Board	\$3,750
Total Fees	\$979,742
CONTRIBUTIONS AND GRANTS	
Corporations and Foundations	327,400
Directors and Individuals	\$21,075
Government	\$273,855
In-kind Services	\$50,000
Total Contributions and Grants	\$672,330
OTHER REVENUE	\$163,468
(incl. Paycheck Protection Program & Employee Retention Credit)	
TOTAL REVENUE AND SUPPORT	\$1,815,540
TOTAL REVENUE AND SUPPORT	\$1,815,540
	\$1,815,540
EXPENSES	
EXPENSES PROGRAM SERVICES	\$319,376
EXPENSES PROGRAM SERVICES Training and Workshops	\$319,376 \$496,808
EXPENSES PROGRAM SERVICES Training and Workshops Consulting and Coaching and Navigation	\$319,376 \$496,808 \$248,405
EXPENSES PROGRAM SERVICES Training and Workshops Consulting and Coaching and Navigation Executive Leadership	\$319,376 \$496,808 \$248,405 \$390,350
EXPENSES PROGRAM SERVICES Training and Workshops Consulting and Coaching and Navigation Executive Leadership Grantmaker Program	\$319,376 \$496,808 \$248,405 \$390,350
EXPENSES PROGRAM SERVICES Training and Workshops Consulting and Coaching and Navigation Executive Leadership Grantmaker Program Total Program Services	\$319,376 \$496,808 \$248,405 \$390,350 \$1,454,939
EXPENSES PROGRAM SERVICES Training and Workshops Consulting and Coaching and Navigation Executive Leadership Grantmaker Program Total Program Services SUPPORTING SERVICES	\$319,376\$496,808\$248,405\$390,350\$1,454,939
EXPENSES PROGRAM SERVICES Training and Workshops Consulting and Coaching and Navigation Executive Leadership Grantmaker Program Total Program Services SUPPORTING SERVICES Administrative and General.	\$319,376\$496,808\$248,405\$390,350\$1,454,939\$179,664\$141,945

Change in Net Assets: 36,764

about SUPPORT CENTER



our mission

To empower nonprofits and social enterprises to transform their leadership and management and advance our vision for social change.



for social change is tied to the envisioned outcomes for our work.

Specifically, we envision a society where:

Coalitions and organizations have the resources needed to understand and address inequities.

Boards and their organizations work towards identifying, retaining, and advancing more diverse leadership.

Communities and the people most directly impacted lead and represent organizations and coalitions.

Support Center, our partners, and clients hold each other and themselves accountable to understanding the systems that perpetuate inequities across health, wealth, happiness, safety, and security.

We expect to bring our authentic selves to work, regardless of race, sexual orientation, ability, age, national origin/ethnicity, appearance, and gender.

We design and adopt new ways of operating that question the practices of a white dominant culture.



We believe there should be equitable access to our training, consulting, and coaching, regardless of race, sexual orientation, ability, age, national origin/ethnicity, appearance, and gender.

We believe that we are stronger together and that people and organizations are more successful when they prioritize collaboration over competition. We work to reframe zero sum thinking, invest in field-building, and pursue opportunities to share knowledge with our peers and partners.

We believe that capacity-building work requires the courage to be vulnerable and open to change. We accompany organizations through this work by meeting them "where they are," practicing deep listening, and developing longterm and honest relationships.

We believe that continuous learning and co-creation is part of our journey together. By blending the expertise of our capacity builders with the insights of the organizations we work with, we are able to support organizations and develop our practice together. We innovate, refine, and evaluate our programming through these experiences.

our services

STRATEGY + MANAGEMENT

Through effective planning and strategy development, we can help your organization maximize the opportunities and minimize the negative effects that come with change. Our change experts and organizational tools provide a breadth of services so nonprofits can improve their effectiveness to achieve long-term goals.

EXECUTIVE TRANSITION

We cover the full leadership transition process, while helping organizations maintain their strengths and values, minimize risk, and solidify their standing with all stakeholders. Our interim leadership approach enables organizations to keep running their programs and services at full capacity while undergoing the search for a new leader.

PROFESSIONAL + LEADERSHIP DEVELOPMENT

We provide tools and strategies to empower nonprofit leaders and staff and increase their effectiveness and bring together organizations and funders to share learning and drive innovative, cutting-edge thinking in the sector.

ORGANIZATIONAL NAVIGATION

We support long-term change in organizations using an organizational coaching approach to help organizations over 12- and 24-month periods in navigating shifts in their operating environment or phases in their growth. Our goal is to enable organizations to become agents of their own capacity building.

Staff Reflections

FROM SUPPORT CENTER'S ASSOCIATE DIRECTOR OF PROGRAMS, KHOURIN WILKINS

I came to Support Center in September after working at a large nonprofit. I wanted to expand and grow my skills and utilize my talents in a new environment, allowing more profound work and impact. Support Center felt like an obvious transition for me for many reasons.

As a native New Yorker, I grew up in a family that instilled in us respect for community and helping those in need in any way possible. I have always held on to this belief, which helped launch my career in nonprofit. I started in a Bronx-based CBO and became burnt out within a few years. I also observed practitioners and leaders across the field experiencing burnout. Deciding to reexamine my next steps in nonprofit, I realized that to do great work, nonprofit practitioners also need support to serve our communities best.

This mission of Support Center aligns wonderfully with what leaders and organizations need to thrive. The tools, approach, and resources we have here can benefit all nonprofits



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