



ANNUAL REPORT 2021



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TSNE MISSIONWORKS

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MISSION & VALUES

TSNE provides information and services to build the knowledge, power, and effectiveness of individuals, organizations and groups that engage people in community and public life. The ultimate intention of our work is to create a more just and democratic society.

OUR VALUES



PROMOTING SOCIAL JUSTICE

We support social change and we are not afraid to hold ourselves accountable, insisting on always doing better and leading not just with words, but actions.



VALUING EACH INDIVIDUAL AS A WHOLE PERSON

We treat all people with respect and dignity, honoring individual differences and promoting a healthy life/work balance.



INCREASING DIVERSITY AND INCLUSIVITY

We are driven by equity and act with a sense of what's just and right for the people and organizations with which we work.



STEWARDING OUR RESOURCES WISELY TO ACHIEVE GREATEST IMPACT

We unassumingly and confidently convey our extensive knowledge and expertise gleaned through many years of learning and doing.



ACHIEVING EXCELLENCE IN SERVICE

We truly care about our clients, partners, and community, provide high-quality service, and observe, listen, and pay thoughtful attention to the big and little things.

LETTER FROM OUR CEO



Dear Friends,

As we moved forward from 2020, we found ourselves vacillating between uncertainty and optimism, and back again. This “see-saw” state is seemingly grounded in the ongoing pandemic, but for many of us working to advance social justice, the roots of our current state go much deeper and farther back – all the way to our nation’s founding and our centuries-old political and social struggles for equality, equity, and justice.

At TSNE, the challenges of the pandemic and its exacerbation of social, economic, and political inequity converged with our internal work to improve our services, deepen our impact, and align our approach to center equity and racial equity in all our work. It’s been a difficult year, but it has also been a year full of opportunities to strengthen our foundation. We undertook the hard task of examining how to do our work better, expand and broaden our services with constant vigilance on integrating an equity lens, and build a knowledgeable, skilled, and diverse staff team as we chart our future path as an organization in service to the sector.

It’s my privilege to share this annual report, which highlights some of the work the incredible TSNE team and our fiscally sponsored organizations have taken on in 2021. And as we move forward with this “new normal” our work together to advance equity and justice is more urgent than ever. We look forward to continuing this journey with you.

ELAINE NG
Chief Executive Officer

BUILDING A FOUNDATION FOR EQUITY

Over the course of this year, the pandemic, the ensuing health crisis and its inequities, and the exposure of deeply embedded racism in this country have revealed the need for all of us to work together to overcome the challenges we face. The role of the nonprofit sector as a leader in elevating the voice of our communities is now more important than ever as we come together to build a country that is equitable for all people.

Understanding that building equity begins at home, TSNE examined our internal policies to make sure that we were embedding an equity lens into our organizational processes, and met with our clients and partners to learn about their needs for more equitable and accessible services.

Increasing diversity and ensuring inclusivity are foundational to our core values, and we have made living these values an organizational priority, setting internal policies and supporting our fiscally sponsored organizations in their efforts to bring greater diversity to their organizations.

Externally, our efforts have ranged from piloting new programs that build the capacity of Black, Indigenous, and People of Color (BIPOC) leaders with local partners through our Executive Directors of Color Cohort program, to publishing Reimagining Fiscal Sponsorship in Service of Equity, a groundbreaking report about how fiscal sponsors can better serve the small grassroots organizations working tirelessly across the country to create social change.



ESTABLISHING THE FRAMEWORK FOR CHANGE, STARTING AT HOME

Real change begins at home, which is why TSNE has made equity a priority in our internal policies and staffing practices.

Diversity and Inclusion

An independent audit showed that TSNE went above and beyond its affirmative action goals for 2020 in 10 out of the 12 categories of employment that we tracked. TSNE exceeded the nonprofit sector average in the hiring of People of Color, with Black, Indigenous, and People of Color (BIPOC) employees out-representing white staff in 10 categories of employment: Executive Officers, Senior Directors, Directors, General Managers, Senior Project Professionals, Project Professionals, Admin Professionals, Office/Project Administration, Laborers, and Service Workers. Female-identifying staff* at TSNE are also better represented than men in the categories of employment above.

Recognizing gender identity is one of the ways that we value each individual as a whole person. While this information is not collected in our current employee survey, we are working to add this and other categories to create a more inclusive picture of our staff.

We didn't reach these goals by accident. Over the past two years, we've refined our recruitment practices to ensure we have a diverse pool of candidates. These practices include:

- Multiple interviews involving a diverse group of stakeholders to ensure different backgrounds and points of view whenever possible
- Removing the candidate's personally identifying information (including names and graduation dates) from hiring process-related materials such as resumes to eliminate bias
- Posting salary range and actively recruiting a diverse pool of candidates
- Per the Massachusetts Equal Pay Act, TSNE does not ask for salary information from any previous positions

PAY SCALE AND GENDER PAY EQUITY

TSNE follows a compensation structure that is designed to ensure we are paying employees appropriately and equitably across the organization.

We also conduct an annual Pay Equity Audit to review all roles across the organization and make adjustments if necessary. Making our pay scales consistent and transparent for new and existing staff is a key step to valuing our workforce by making sure everyone is compensated fairly for their work.



SUPPORTING EQUITY INITIATIVES AMONG OUR FISCALLY SPONSORED ORGANIZATIONS

TSNE shares our practices and affirmative action data with the fiscally sponsored organizations we support.

This information allows them to assess where they stand on an individual organization level and ensures access to direct support for improvement in areas identified for their organization.

OUR SERVICES

CONSTRUCTING COMMUNITIES

CONSULTING AND TRAINING

TSNE's consulting and training services support the development of organizational capacity, effectiveness, and sustainability. Our team works with leaders and boards to strengthen their impact, adaptability, and resiliency so they can meet the needs of their communities.

This year, the Consulting and Training Team expanded its reach by moving our training series and consulting engagements online, offering nonprofit professionals across the country the same opportunities to learn and share as someone right in our own neighborhood. We also joined foundations and nonprofit partners in their efforts to support community-based organizations in the midst of the pandemic.

Our Initiatives

- In partnership with the Institute for Nonprofit Practice, the Diversity, Equity, Inclusion, and Belonging (DEIB) for Consultants Program trained a cohort of 15 consultants in incorporating a DEIB lens into their practice
- Executive Directors of Color Capacity Support Pilot brought together 22 leaders of color in Boston's nonprofit sector in a collaborative environment to share their experiences and learn from and with one another

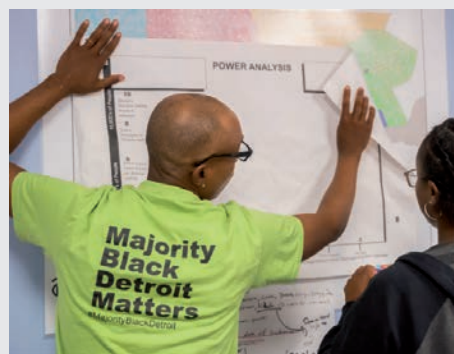
Consulting and Training Highlights

- Customized engagements ranging from skills-based trainings to impactful organizational development projects
- National executive director searches that reach a broad and diverse pool of applicants, with 31% of executive director applicants identifying as BIPOC, and 61% identifying as female
- Partnerships with the Hyams, Barr, Klarman and Boston Foundations to provide support for BIPOC-led organizations and grassroots groups



FISCAL SPONSORSHIP

TSNE's fiscal sponsorship services help increase organizational capacity by allowing nonprofit staff to focus on their mission. Our financial, human resources, payroll, and other administrative services provide nonprofit staff with the infrastructure they need to effectively deliver programming, and give organizations the tools they need to bring their vision to life.



OUR FISCALLY SPONSORED ORGANIZATIONS

In 2021, TSNE fiscally sponsored 53 organizations in fields as varied as youth career exploration, addressing food insecurity and food systems, to community strengthening and advocacy. TSNE's ongoing commitment to integrative services supports our fiscally sponsored organizations in achieving their goals and mission. Highlighted below are four of TSNE's fiscally sponsored organizations and their accomplishments this year.



Center to Support Immigrant Organizing (CSIO)

CSIO coordinated the efforts of Equity Now and Beyond, an immigrant grassroots-led coalition that has provided the COVID-19 vaccine to over 3,120 people and PPE to over 4,100 people. CSIO and Equity Now and Beyond's community outreach included distributing flyers, canvassing neighborhoods, hosting Facebook live events, and speaking on radio and TV shows.



Massachusetts Voter Table

MA Voter Table and its partners carried out 74,840 conversations with 54,504 voters prior to the 2020 general election, with over 70% of the voters contacted identifying as BIPOC. Volunteers sent 269,604 text messages to 184,786 people, generating text exchanges with 7,561 potential voters. Of the 17,024 people volunteers engaged in conversations with while phone banking, 65.5% cast a ballot; and of the 7,561 people who had a text exchange with a volunteer, 70% cast a ballot.



Worker's Justice Project (WJP)

WJP helped organize New York City's 65,000 app-based delivery drivers, who earn an average of \$7.87 hourly after expenses. Delivery workers advocated for safer, more equitable, and improved working conditions. In this campaign, WJP and partner organizations worked with several New York City Council members to introduce six bills regulating delivery apps and improving the working conditions of delivery drivers. Success came in September 2021, when New York City became the first city in the country to pass comprehensive legislation regulating the delivery industry to protect workers' interests and set minimum payments for food delivery workers at companies such as Grubhub, DoorDash, and Uber Eats.



Building Movement Project (BMP)

BMP supports nonprofit organizations by helping them tackle the most significant social issues of our times through developing research, creating tools and training materials, providing guidance, and facilitating networks for social change. This year, the BMP team created resources to help nonprofit organizations gain insight into topics as varied as funding social movements to how nonprofits led by People of Color are confronting structural racism, including 11 webinars, 19 Instagram live events, eight episodes of the Solidarity Is This podcast, and 48 blog posts, all of which are being used by nonprofit organizations across the country.

PROPERTY MANAGEMENT

TSNE is the owner and operator of the NonProfit Center in downtown Boston, housing over 50 nonprofits with office and meeting space rental at 25% below market rates, along with the professional expertise to ensure all tenants have access to the property management services they need.

Building from this unique experience, we have expanded our portfolio of services to include the management of several large nonprofit properties in the greater Boston area: 99 Bishop Allen Drive, the Conservation Law Foundation, The Link in Kendall Square, the National Consumer Law Center, and the New England Board of Higher Education.



99 BISHOP ALLEN DRIVE

TSNE provided consultation and support on the renovation of 99 Bishop Allen Drive, a property that 10 nonprofits in Cambridge, Massachusetts have called “home” for decades. Over time, the building accumulated a backlog of needed repairs and fell out of code, including ADA compliance, resulting in the sale of the property to the Cambridge Redevelopment Authority (CRA) who then invited TSNE to partner on redesigning and renovating the building. Over the course of 2021, TSNE’s 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 for the nonprofits who call it “home”.

NONPROFIT LEARNING AND RESOURCES FOR THE SECTOR

REIMAGINING FISCAL SPONSORSHIP IN SERVICE OF EQUITY



Beth Warshaw
Managing Community Director at the CultureWorks Greater Philadelphia



Anya de Marie
Chief Fiscal Sponsored Programs Officer at the Movement Strategy Center



Arun Prabhakran
Executive Vice President at the Urban Affairs



Laurie Wolf
President and Chief Executive Officer at the Foraker Group

In an effort to better understand the capacity-building needs of under-resourced grassroots organizations, TSNE launched the Learning Lab, a two-year strategic initiative in November 2018. We partnered with New York University’s Metropolitan Center for Research on Equity and the Transformation of Schools to better understand the needs, challenges, and best practices for building these groups’ capacity.

Our Reimagining Fiscal Sponsorship in Service of Equity report is a case study of emerging practices in the field of fiscal sponsorship focusing on equitable access and delivery of services. Lessons learned from the two-year initiative include the need to embody the philosophy of solidarity rather than expertise, the need for fully integrated, customized capacity-building services which incorporate strategies for ending systemic barriers, and the importance of building true partnerships and trust, both with fiscally sponsored organizations and within the sector.

We concluded the Learning Lab initiative in 2021, and will begin sharing our findings with the sector and applying what we’ve learned in fiscal sponsorship and beyond. Through ongoing collaborations with other capacity-building organizations, philanthropy, and the sector, we hope to spark new discussions on how to implement these best practices and to continue to reimagine fiscal sponsorship and build equity.

THANK YOU TO OUR PARTNERS

TSNE is grateful to our fellow fiscal sponsors, each of whom generously shared their experiences with us: CultureWorks Greater Philadelphia, the Foraker Group, Movement Strategy Center, and Urban Affairs Coalition.

We’re also grateful to the Learning Board members, MA Voter Table, Safe Havens Interfaith Partnership Against Domestic Violence and Elder Abuse, Mattapan Food and Fitness Coalition, and City Life/Vida Urbana, for sharing their perspective, needs, expertise, and most importantly, their time with us.



INNOVATION, TECHNOLOGY, FLEXIBILITY

HOW TSNE'S SERVICES SUPPORTED OUR PARTNERS AND CLIENTS DURING COVID-19

DIGITAL INFRASTRUCTURE

COVID-19 accelerated the transformation of our systems as we shifted to remote work. Throughout FY2021, we upgraded our digital infrastructure to allow our staff to work safely and more effectively from home. Our rapid implementation allowed the 53 organizations we supported across the country to keep operating and providing their services.



COVID-19 RELIEF

TSNE supported the nonprofit sector with knowledge and resources to navigate the COVID-19 pandemic. We provided critical technical assistance to 72 organizations and their applications to the Paycheck Protection Program. Our support reached those most in need, with 50 of these organizations having budgets of less than \$250,000.

TENANT ASSISTANCE

Property management provided rent abatement to 12 tenants at the NonProfit Center in order to support these organizations during the COVID-19 pandemic.

FINANCIAL STATEMENTS, LEADERSHIP TEAM, AND BOARD MEMBERS



FINANCIAL STATEMENT

IN MILLIONS

	FY20	FY21
Net Assets:		
Unrestricted	\$30,132	\$35,276
Donor Restricted for TSNE Programs	\$187	\$817
Donor Restricted for Fiscally Sponsored Orgs	\$56,138	\$71,762
Total:	\$86,456	\$107,855
Revenue:		
Fiscally Sponsored Orgs	\$56,935	\$72,166
TSNE Consulting and Training Services	\$1,493	\$2,322
Property Management	\$3,301	\$3,255
Royalties and Investment Income	\$3,118	\$7,483
Total:	\$64,847	\$85,226
Expenses:		
Fiscally Sponsored Orgs	\$52,250	\$56,541
TSNE Consulting and Training Services	\$2,437	\$1,565
Property Management	\$3,277	\$2,798
TSNE Administration	\$3,759	\$2,923
Total:	\$61,724	\$63,827
Surplus*	\$3,123	\$21,399

*Surplus includes balances of all Fiscally Sponsored Organizations

LEADERSHIP

ELAINE NG

Chief Executive Officer

FAISAL ABID

Director, Property Management

KATIE ROY

General Counsel

LUKE ALONSO

Director, Data and Business Intelligence

LUZDY RIVERA

Director, Human Resources

NWANDO OBELE

Director, Learning and Evaluation

NOAH STOCKMAN

Chief Financial Officer





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