



## Philanthropy New York

### 2024 Year End Board Review

Our Strategic Framework committed this organization to a dynamic transformation process in service to moving ourselves and our work further along an anti-racist continuum.

The changes needed to move along that continuum fall under 6 key priority areas outlined in the plan:

1. Commit to a process of intentional restructuring, based on anti-racist analysis and identity
2. Audit and restructure institutional life to ensure the full participation of Black, Indigenous and people of color
3. Implement structures, policies and practices with inclusive decision-making power
4. Work to dismantle racism in wider community
5. Institutionalize anti-racist multicultural diversity as an asset
6. Rebuild relationships and activities based on anti-racist commitments

The commitments that PNY made in the Strategic Framework represent the actions we are taking to restructure how we work to be aligned with this broader goal. This report summarizes some of the key commitments we worked to fulfill in the 2024 calendar year.

In 2024, the PNY team strengthened communications and programming that helped our members to challenge assumptions and adopt new practices. We expanded our voice and deepened our influence over government policies that impact the nonprofit sector. And we restructured organizational accountability measures for both staff and board. What follows is a brief report on some of the highlights of that work, organized by the key commitments in our Strategic Framework.

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**Organizational Commitment: *Create internal accountability mechanisms and practices that consistently examine our own practices as a staff/board across the range of institutional activities.***

1. PNY undertook an inclusive process to **revise our compensation philosophy** this year. This consisted of four lines of work:
  - a. Updating the compensation philosophy – after two sets of focus groups involving staff at every level of the organization, we incorporated feedback to align the document with our values and refine what skills, knowledge and experience should influence compensation decisions. We also clearly articulated the roles and responsibilities at each level of the organization and used explicit language to encourage transparency.
  - b. Benchmarking – PNY benchmarked salaries against Nonprofit NY and the United Philanthropy Forum. Our consultant helped us to ensure that we were aligning job titles and responsibilities with those in the comp surveys. This has resulted in an

expansion of our pay bands. We adjusted salaries accordingly and presented a 2025 budget that included new pay bands.

- c. Pay Equity analysis – We ran a pay equity analysis. The analysis showed that race and gender have no bearing on one’s pay at PNY, and that skills and experience are 99.7% predictive of pay.
- d. Solving for merit – Both staff and the Executive Committee asked us to think about how we can reward people who have been with the organization for some time and shown a real mastery of their roles but for whom no promotion is available. We introduced a “Senior Designation” in which staff who have been in their roles for a certain length of time and are performing at a high level receive a one-time salary increase along with a title change denoting their senior status. The increase will be the same amount across pay bands, thus it will have a higher impact on those earning a lower salary.

2. The Board Evaluation Task Force reimagined and **realigned our Board Evaluation** to more closely embody our Strategic Framework commitments.

At our Board Retreat last year, we identified a Task Force to work through a new Board Evaluation. The resulting evaluation was rolled out in 2024 and provided important data for areas of growth for individuals and the collective. The Governance and Nominations committee is integrating a question into the interview process that will also help us align expectations for incoming board members. Thank you to the members of the Task Force: Don Chen, Brennan Gang, Mariko Silver, Laura Aden, Nishka Chandrasoma, Rosanna Aybar.

**Organizational Commitment: *Hone an explicit commitment to racial equity within the philanthropic sector in PNY’s external communications.***

1. The PNY team developed a **Responsive Communications Protocol** to help members address racialized harm through our communications tools. The resulting framework provides a set of decision-making criteria that helps us decide if and how PNY engages with an issue through our communications functions. The lines of inquiry are designed to ensure our response is aligned with our mission and the needs of the PNY community, while also being sensitive to the evolving dynamics of the situation. The protocol guided our communications strategy around the recent elections. See examples [here](#) and [here](#).
2. PNY is **amplifying learning and practice change opportunities** through communications that offer key take-aways. This year, the team produced two important take-away pieces that extended learning after programs:
  - **Insights from “Responding to the Moment, Participatory Approaches in Philanthropy”** This piece helps funders identify entry points into conversations around sharing and yielding power.

- A recap of [Philanthropy's Role in Reparations and Building a Culture of Repair](#). The communication highlights the invitation to think critically about not only the role of funding in reparations, but also the relational aspects of repair.

**Organizational Commitment: *Design learning spaces that name, identify, interrogate and reimagine power structures.***

1. Launched a new **Leading with Race Equity curriculum**

This year's new Leading with Race Equity Cohort, consisting of 14 PNY members, focused specifically on the kinds of power and influence that participants bring to their roles and the ways that power often operates silently and invisibly within organizational culture. The group has discussed the discomfort that challenging traditions and preferences can provoke and the opportunities for naming and interrogating both the relational and technical fixes that we often choose to pursue in racial equity work.

2. Reimagined PNY's **Young Leaders Breakfast Club cohort**

YLBC brings early to mid-career professionals together, with the support of mentors from the PNY community, to develop their leadership voice, build a strong peer network in the field, and navigate how they contribute to mission-driven work as younger professionals.

YLBC members have shared feedback about their experiences as newer professionals negotiating a changed work landscape. As a result, PNY is working on additional engagement and programming opportunities for an expanded audience of early professionals. Programming will serve to help members recognize and actualize power in their roles, build community, and help newer professionals chart their journey within the sector.

3. Produced a thought-provoking **Annual Meeting**

Our 45th Annual Meeting was an opportunity to explore thoughtful conversations about the assumptions and traditions that often go unchallenged in philanthropic practice. We highlighted philanthropic foundations that are reimagining more power-aware board governance and funding models and sharing power with grantees.

4. Created a new peer-to-peer accountability space - [Grantmaking Equity Hour](#)

This community of practice is designed for those in grantmaking and grantmaking adjacent roles who are interested in peer-to-peer learning on equity-centered philanthropic practice. The series was developed in response to our members who were looking for a peer practice community that would help them attend to grantmaking roles with greater power awareness. The 2024-2025 series covered topics such as covering full costs of project grants, offering non-monetary support, and listening and centering relationships as grantmaking practices.

**Organizational Commitment: *Commit financial resources to acknowledge the labor of those people of color whose wisdom, lived experience and skill advance, enhance and enrich our learning platforms.***

1. In 2024, PNY undertook a deep look into **how we resource our work**. We restructured our primary revenue source, dues, to both align with our values and support a way of working that commits the organization to finance commitments like our speaker honorarium and hiring more consultants of color who can address equity in all aspects of our organizational work. Following a year-long process that included feedback from both the Committee on Members and Board, member dues were restructured and realigned holding the Board's recommendations not to overly complicate and to ensure equity was centered in the process. Board members offered input and feedback in both the communications and outreach to peers. Dues renewal letters were sent in late November.

**Organizational Commitment: *Grow our capacity to influence government actors in service to strengthening the nonprofit sector and expanding the voices that inform public policy***

1. PNY engaged members in **building relationships with elected officials** at both the federal and city levels to advocate for a thriving nonprofit sector. At Foundations on the Hill, members Shawn Morehead of NYCT, Patrice Green of Surdna Foundation, and Neill Coleman of Mission Magnified, joined us to meet with the offices of the NYS delegation to advocate for a stronger nonprofit ecosystem and solidify government relationships. The team met with House Representatives Espaillat, Clarke, D'Esposito, Torres, Goldman, Bowman, and Jeffries, and with the offices of Senators Schumer and Gillibrand. Over the past year, we have stayed connected with each office through sharing updates on programs of interest and advocating for solutions to NYC's contracting delays, all to support the success of the nonprofit ecosystem.

Beyond federal advocacy, we've also prioritized cultivating strong city-level relationships. We've fostered a close working relationship with Deputy Mayor Almanzar and her team, who have actively engaged with our programs and sought our input on critical issues. Simultaneously, we deepened our relationship with the City Council by creating forums for direct dialogue between council members and PNY's members on pressing shared concerns like youth mental health and contracting delays.

2. PNY twice **testified before the New York City Council** in support of streamlining New York City's nonprofit contracting and payment processes. Our testimony makes clear that philanthropic dollars alone cannot fill the gap left by public sector resources. PNY is allying with our partners to urge the Mayor's Office of Contract Services (MOCS) and the City to reduce the administrative burdens that delay contracting and payments for services, significantly harming the health and sustainability of nonprofits.
3. With our 501 (h) election, PNY was able to **lobby against potential threats to the nonprofit sector** including the NYC charter revision commission and the federal legislation HR 9495.

At the city level, we collaborated with members of the Public Policy Committee to highlight the ways the NYC charter revisions would shift the balance of power over contracting issues between the Mayor’s Office and the City Council, potentially jeopardizing the nonprofit sector’s ability to effectively serve communities. Through targeted programming, we created a platform for partner organizations such as NoPowerGrabNYC and Make the Road NY to amplify community voices and concerns and inform our membership about the potential negative impacts of these revisions.

In November and December, PNY lobbied in opposition to HR 9495. We aligned our opposition with the [position taken](#) by our colleagues at the National Council of Nonprofits, The United Philanthropy Forum, Independent Sector, and the Council on Foundations. We sent letters first to the 4 New York Democrats that had previously voted for the bill (Meng, Suozzi, Torres and Ryan), and wrote directly to their offices. We also used our newsletter and LinkedIn accounts to encourage nonprofits and foundations to actively raise their voices against this bill. Three of the four representatives who had originally voted for the bill voted against it. However, it passed the House. PNY, then, allied with our counterparts at Nonprofit New York, the New York Council of Nonprofits, and the NY Funders Alliance to jointly sign letters on behalf of our collective 4,000 members across New York state to ask Senators Schumer and Gillibrand to oppose the bill.

**4. Built powerful communications** as a tool to amplify our policy voice.

As the election season approached, PNY seized the opportunity to develop targeted mailers and CEO messages that uplifted key issues relevant to members and highlighted the ways they could get involved. This included:

- I penned a [LTE published in the New York Times](#) criticizing the mayor’s plan for sweeping budget cuts for all city agencies and emphasizing the need for the city to rethink wage, contracting and budgeting practices.
- **Amplified the #WHY15 and #JustPay Campaigns:** [PNY’s February Policy Corner](#) announced our support of NonProfit New York’s [#WHY15 campaign](#) opposing the City’s impending budget cuts and moved our members to action by asking them to sign the open letter to the city government [here](#).
- **Ballot Question #1:** [PNY’s October Policy Corner](#) highlighted the benefits that the ERA would provide to women, LGBTQ+ individuals, and members of minority groups by solidifying their rights to reproductive healthcare and safeguarding against discrimination.

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None of this work would have been possible without the thoughtful engagement of our Board members and committee members and the strategic, dedicated work of the PNY staff. We appreciate your partnership, your ambassadorship, and your advocacy for PNY’s values among your peers. We look forward to working together in 2025!