

Laurence A. Pagnoni

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CAREER PROFILE: NONPROFIT EXECUTIVE MANAGEMENT LEADERSHIP, TEACHING, COACHING

Supporting nonprofit client services by developing strong organizational infrastructures comprises the last 25+ years of my executive leadership. With a focus on marketing, strategic planning, staff and board training and support, and outcome evaluation, the agencies with which I have worked have been able to make lasting contributions to improve the quality of the lives of their clients.

I have served as executive director of three community agencies and as chairman and president of a leading management and fundraising consulting firm. These agencies have had budgets of \$500,000 to \$26 million dollars and staffs from 12 to 175 people.

With senior managers and trained consultants, I led the establishment of creative collaborations with select affiliates, often between unlikely partners, resulting in successes that continue today.

I am experienced at public speaking and have been evaluated by professionals as an audience-engaging speaker, using dynamic written and verbal communication to convey intricate ideas and plans. Excited by transferring knowledge and teaching from experience, I am at my best when asked to convey complex ideas to audiences.

My expertise is requested by members of the staffs and boards for whom I once worked, and by those who were in my employ. My job responsibilities have shown increasing degrees of trust and compensation. I have recruited and hired three chief executives, 10 development officers, two controllers and 22 program or division directors.

Senior Fellow & Consulting Associate, Rutgers Business School, Center for Nonprofit and Philanthropic Leadership, 2008 to present. The Center is funded by The Prudential and Victoria Foundations, among others. Laurence facilitates an executive coaching group called Common Ground. Participating nonprofit executives pay a modest fee to participate. Common Ground's goals are to improve and strengthen the leadership of nonprofit organizations and help build and sustain our civil society. In this capacity I facilitate a group of ten nonprofit CEOs toward higher performance. I also conduct half-day and full-day seminars on various nonprofit themes and am engaged for direct consulting assignments as needed.

Chairman, Laurence A. Pagnoni & Associates, Inc. (LAPA) 2009-present

President, Laurence A. Pagnoni & Associates, Inc. (LAPA) 1995-2008

Laurence A. Pagnoni & Associates, Inc. (LAPA) provides distinct management consulting and fundraising development: www.lp-associates.com

Management Consulting

Over the past decade LAPA has worked with hundreds of nonprofit agencies with annual budgets ranging from \$500,000 to \$26 million. By using organizational development models, we have worked to aid our clients in crisis intervention and planned change. We work to help their agencies become more adaptable to market and environmental changes.

The management consulting products at which I am most skilled include:

- Board of directors' evaluation using a 12-point assessment instrument that culminates in an engaging report and a half-day board retreat.
- Executive director consultations for goal setting, strategic thinking & long-range planning, especially in the context of group coaching.
- Feasibility studies to test new program ideas or proposed expansions.
- Property and real estate acquisition searches.
- Business plan development.
- Training seminars for mission, vision and team growth.

Recent management consultations have included a feasibility study for Harlem United concerning the needs of poor people in Upper Manhattan, a study that culminated in three years of funding totaling over \$650K, an organizational assessment for the Empire State Pride Agenda, a program design and evaluation for St. Luke in the Fields Church, a survey for 20 CEOs regarding their support and training needs in conjunction with research for New York University and a 5-year strategic plan for the Puerto Rican Legal Defense and Education Fund.

Fundraising Development Services

My skills in fundraising development focus on major donor solicitation and grant prospecting and writing. As a long-term member of AFS—Association for Fundraising Professionals, I work in accordance with their ethical guidelines and therefore establish measurable performance goals prior to the start of work. Currently we have five clients for whom we provide this service. In the context of major donor solicitation, we have conducted telephone fundraising events and direct mail solicitations.

I strive to strengthen the clients' fundraising muscles. My overarching goal is to help diversify the client's revenue base. All of our services involve cutting edge research, data collection and hard analysis. My own thinking is macro-oriented. In order for details not to get lost, I rely on highly trained associates.

In 1998, I served as the New York State Director for Finding Funds For AIDS Projects, 3rd Edition, a Welfare Research, Inc. publication. The popular directory is used by development officers to identify thousands of funding possibilities among foundations, community grant makers, and government.

From 1995 to 2005, I provided consulting services to Family Services of Westchester's Camp Viva, a sleepover summer camp for economically poor families and individuals living with HIV/AIDS in Westchester County, NY. Plans for the camp had been initiated the year prior but had failed. Camp Viva strove to be an innovative summer camp. I recommended that they add a year-round follow-up program, an innovation that has proven to be successful. In 1996, I negotiated the transfer of the camp to Family Services of Westchester, Inc., a well-established family mental adoption programs. In ten years of work, the total contracted revenue goal was \$1,104,950 and the total revenue secured was \$2,054,136 on contract fees of \$350,000. That is a 17% fundraising cost, very low. I am a firm believer that outsourcing is cost effective and often produces a higher quality product than what you can obtain through in-house staff and this ten-year experience makes that case. By summer 1998, Camp Viva hosted 125 campers and has been accustomed to expanding each year. Its current annual budget is \$210,000. Camp Viva has enjoyed extensive press coverage and I have been retained each year as its lead fundraising consultant. In 1998, my contract was expanded to also include Family Services of Westchester's mental health and child services.

With five other consultants, I prepared the year IV federal grant applications for the NYC Mayor's Office for AIDS Policy; I have facilitated executive support seminars for the National Skills Building Conference; conducted seminars in service-learning for NYS Americorps; established the process for mission assessment and strategic planning for Iona Prep School, New Rochelle, NY; and have been engaged in confidential consultation with two executives, monitoring their goals and charting their progress toward desired behavior changes. I have worked with the NYC Quakers in developing

Friends House, a 50-studio apartment residence for homeless people located at 25th and Lexington Avenue. This project was a \$6.5 million dollar purchase and renovation for which I raised over \$600,000 in 6 months. Also, under contract with the New York State Department of Health, I was hired from 1999 to 2001 to assist seven NYC harm-reduction programs in diversification of revenue tasks.

AIDS Service Center, Executive Director, Pasadena, CA.

1994

I was recruited to ASC after their nationwide search, having resigned my previous post. ASC had a staff of fifty, a \$4 million budget, and a dedication to serving the needs of over 2,000 people living with AIDS in S. Calif.'s San Gabriel Valley, many of whom were homeless. Case management, pediatric homecare, nurse case management, policy and treatment advocacy, AIDS in the workplace outreach, and harm reduction initiatives in communities of color comprised the core services.

- Restructured the development office to create revenue diversification.
- Identified \$183,000 of deficit previously undocumented.
- Through major donor fundraising, eliminated the deficit within six months.
- Conducted search and hired a new senior director of development.
- Searched for and hired the Wellspring Group, fund development consultants, as grant writers. Within six months we increased our private grant requests by 60% above the previous 12 months.
- Co-facilitated a board of directors retreat weekend within the first month of my arrival to establish the board's goals and work plan for the year.
- Analyzed and vetoed a plan for a new agency physical plant.
- Addressed physical plant crisis: the lease on its existing site had to be broken in order to move so I began negotiating with the current landlord while simultaneously searching for new space which was secured one year later.
- Met with each of the 43 staff members to learn their perspectives.
- Was appointed to Ryan White Planning Council as representative for the Los Angeles County Supervisor.
- Implemented ASC's first comprehensive budget with narrative and graphs showing past years' budgets. The budget was a management tool we developed, led by our four-person team, after consultation with program staff. It received the Finance Committee approval and subsequently the full board's approval. The budget called for a \$1.5M service expansion over the previous fiscal year's budget.
- Implemented a major donor campaign with the new development director and the board.
- Researched and recruited five new board members in conjunction with the Nomination Committee.

Upper Room AIDS Ministry / Executive Director, New York, NY 1990-1994

Wanting to apply my previous experience in homeless services to HIV/AIDS, I was recruited here as the first executive director. (In 1994 the name changed to Harlem United: Community AIDS Center.) We provided physical and spiritual support to homeless people living with AIDS in Harlem.

In 1990 The Upper Room had no staff or budget; but over the next four years, it established itself as a premier AIDS service provider operating the only Adult Day Health Care Center for PLWA's in Upper Manhattan. The Day Center was supported by over 100 scattered site apartments and a Pastoral Care Program that was comprised of bereavement counseling, home and hospital visits, living wills, and weekend retreats. The combination of the three services helped clients make positive changes, substance abuse recovery being primary.

By 1994 a \$2.3 million annual budget and a staff of 27 people had been realized. Board and staff development, community relations, fundraising, program planning, and implementation and monitoring of our ten-year strategic plan comprised my core tasks. I resigned in 1994 when, as planned, indigenous leadership was in place to assume my duties. Today the agency's annual budget is approximately \$17M based on the growth that had been established in the strategic plan.

- Nominated, recruited, and retained ten directors in consultation with recruitment consultants.
- Facilitated board communications: monthly meetings, ad hoc committees and planning days.
- Initiated the public relations campaigns for extensive print and broadcast media.
- Established and maintained reporting requirements and compliance with city, state, and federal laws.
- Assured fiscal reporting requirements per all related regulations.
- Established and maintained overall administrative costs at 14%.
- Designed data collection reports for program evaluation system with Philliber Research Associates.
- Implemented five-person management team, an innovative model focused on training and support.
- Designed and edited three policy manuals: office, fiscal, program.
- Hired and collaborated with CLR Associates for staff development.
- Introduced a 15-station local area network (LAN) computer system.
- Facilitated design of the organization's first brochure and annual report.
- Facilitated in-kind gifts of equipment totaling \$350,000.

Sabbatical 5/89-1/90

Exploring employment offers and a move to a new city, I worked with an executive coach for the advancement of management skills. I also maintained board of directors' membership in the Richmond Peace Center, the Christian Relief Foundation, and the VA Coalition for the Homeless. During this time I lived at a monastery, Richmond Hill, for an experience in contemplative prayer as directed by Avril Maklouf, Ph.D.

Freedom House / Executive Director, Richmond, VA 1985-1989

Recruited to Freedom House, I succeeded the founding executive director. I was sought out for the position because of my reputation for effective community work stemming from my previous position as director of community outreach at Salesianum School. Founded in 1979, Freedom House offers a soup kitchen and drop-in center for 120 homeless men, women, and children a day. In consort by the Roman Catholic Bishop, Walter Sullivan, the agency was given a building that we redesigned as a 14-bed transitional residence, a change requiring \$340,000 of renovation; following a public speaking campaign that I launched throughout the city's churches and synagogues, the agency was also given an unused department store which we converted into a shelter. Our main support came from 250 local faith congregations and a 20-person staff, some of whom were live-in professional volunteers. In my first month at Freedom House, we committed to a business partnership with our sister agency, the Daily Planet, Inc., the city's leading mental health provider to homeless people. As the executive director in one of the two lead agencies in a coalition of 20, I was one of two negotiators chosen to work with the City of Richmond to obtain a municipal building that was renovated to serve as a central service point for the homeless, The Richmond Street Center. I was responsible for Board and staff development, overall fundraising, and fiscal management of a \$450,000 annual budget and all community relations.

- Relocated agency to a modern renovated social service center.
- Developed a 14-bed transitional residence, Sean's Place, requiring \$340,000 renovation.

- Developed a 50-bed pre-detox shelter, The Community Shelter, requiring a \$90,000 renovation.
- Purchased a volunteer staff residence, requiring a \$90,000 renovation.
- Co-founded SRO Housing, Inc., the city's first nonprofit to develop single room occupancy housing.
- Co-founded the VA Coalition for the Homeless, a statewide legislative lobbying and policymaking body representing over 130 homeless and housing service providers.

Salesianum School / Teacher and Administrator, Wilmington, DE 1982-1985

A private college preparatory school with a 70-person faculty, Salesianum serves 800 students and is well known for the high percentage of its graduates who enter and graduate from highly rated institutions of higher learning.

As director of the Community Outreach Program, an innovative program that combined academic studies with volunteer community service, I placed 200 students a semester in 110 different agencies for 40 hours of volunteer service. Journals and book reports were used to aid students in reflecting upon their experiences. Duties included participation in the school's five-person ministry team; coordination of retreat weekends for all 800 students; conducting one-day retreats for 200 Junior students. As instructor of theology, I taught courses in ecumenism, justice, world mission, and sexuality.

Major accomplishments included revising the social ministry course syllabus and student handbook, increasing the agency placement list from 40 to 110, serving on the committee for Middle States evaluation, and establishing a section in the library dedicated to social justice texts. I was awarded a faculty grant in 1983 for summer research.

Awards, Professional Affiliations, & Other Experiences

I taught a social justice seminar at Villanova University (Philadelphia), 1986; I worked as a teacher and administrator with the Upward Bound Program (Philadelphia), summers 1981-1982; while in college, I taught a sixth-grade class in religious education one day a week for three years at Annunciation Elementary School (Havertown, PA), 1979-1982; I volunteered with the Brandywine Peace Community (Philadelphia), 1981-1985 as a community organizer.

I have been awarded the Child Service Award, 1995, by Family Services of Westchester, White Plains, NY; the Seminar Success Award, 1994, National Catholic AIDS Network, Chicago, IL; Housing Development Award, 1992, SRO Housing, Inc., Richmond, VA; Life Achievement Award, 1990, Italian American Society of Virginia; Human Rights of the Year Award, 1989, City of Richmond, VA; Faith and Life Award, 1982, St. Joseph's University, Philadelphia, PA; Salutatorian, Class of 1978, St. Joseph's Preparatory, Philadelphia, PA.

I hold membership in professional groups including the Association of Fundraising Professionals, the NY Regional Association of Grantmakers, NY Society of Association Executives, BoardSource, and the National Gay and Lesbian Task Force.

Over the years I have documented human rights violations in a number of countries, all of which suffer from civil unrest, violations of religious freedom, and challenging population growth. As a field delegate, I toured to test compliance with U.S. Foreign Assistance Act; we also interviewed political and religious leaders and made presentations in the U.S. upon return. Trips include: Nicaragua, 1985-86, with Witness For Peace, touring twenty clergy; Cuba, 1986, documentation of religious liberty; Mexico City, 1986, Global Awareness Through Experience, relief efforts evaluated; Israel and

Occupied territories, 1988, American Arab Anti-Discrimination Committee; Haiti, 1989, Catholic Diocese of Richmond, VA, to aid people of Hench, Haiti.

Education and Training

- Certificate, Nonprofit Executive Leadership Program 2009, for Senior Executives & Emerging Leaders of Nonprofit Organizations and Foundations, Rutgers Business School, Center for Nonprofit & Philanthropic Leadership
 - MPA / MS, Management, 1998, New York University, Wagner School of Public Service
 - MA, Socio-political Theology, 1986, LaSalle University, Philadelphia, PA
 - BA, Systematic Theology, 1982, St. Joseph's University, Philadelphia, PA (Dean's List)
 - Secondary Education, 1978, St. Joseph's Preparatory School, Philadelphia, PA
 - Peter Drucker Institute, advanced training for systems and organizational planning, 1992
 - Shalem Institute for Spiritual Formation, Washington, DC, Certificate in Spirituality, 1993
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A list of publications and/or references is available.