RESILIENT through change

A worldwide health emergency altered the course of the year, but it also led to strengthened statewide collaboration.

DOWN TO THE COUNT
An innovative nonprofit network helps make sure every Michigan resident counts in the 2020 Census. p. 3

PRINCIPLES & PRACTICES
A revamped digital assessment tool and customized follow-up services boost Southeast Michigan nonprofits. p. 4

PARTNERING IN A PANDEMIC
Thoughtful alliances and innovative resources aid nonprofits in weathering the storm. p. 5

TECH CHECK
The Michigan Health Endowment Fund taps MNA Tech to help organizations ramp up their systems. p. 6
Michigan nonprofit organizations remain rooted in service amidst turmoil.

The events of this past year have shined a light on the critical role nonprofits play in supporting Michigan’s residents and communities.

While the need for nonprofit services increased, particularly among communities hardest hit by the coronavirus (COVID-19) pandemic, nonprofit needs increased dramatically, too.

The deep, challenging work on vision and diversity, equity, inclusion, and justice that the Michigan Nonprofit Association (MNA) had been doing in the months prior to the pandemic allowed us to nimbly pivot:

We served as a partner to and advocate for the state’s nonprofits, empowering them to continue the work that is so vital to their communities.

The value of MNA membership cannot be measured by what a single organization gets; you have to look at the benefits gleaned by the entire state. This sentiment is illustrated perfectly by MNA’s efforts to forge partnerships and offer resources to help nonprofits across the state navigate the constant change brought on by COVID-19, the intersecting issues of racial injustice, and through our leadership on the three-year Census 2020 Michigan Nonprofits Count Campaign, which you’ll read about in the following pages.

While the recovery line might keep moving, we will continue to advance in securing resources, providing innovative tools and practical information, forming and strengthening partnerships, and cultivating an even stronger sense of community and collaboration.

Together, no matter what challenges we face, we will remain resilient. For each other, for our communities, and for our state as a whole.
Michigan communities and nonprofit organizations alike are better when they can work together to overcome challenges. The Michigan Nonprofit Association (MNA) works to set the table for collaboration for members, partners, and state government so that everyone can thrive.

Here are just a few of the many ways MNA is working with stakeholders to help strengthen the sector for the benefit of every Michigan resident.

**STRENGTH IN NUMBERS**

Despite the pandemic, the $10 million Census 2020 Michigan Nonprofits Count Campaign was a success.

Even in the best of times, the Census is no small feat. The decennial, Constitutionally-mandated task requires years of planning, strategic coordination across urban and rural communities, and a huge monetary investment to count every person living in the United States.

Knowing what was at stake—from billions in federal and private-sector funding to political representation—MNA stepped up for Michigan and its residents by leading the Census 2020 Michigan Nonprofits Count Campaign, a three-year operation that culminated with the 2020 count.

Joan M. Gustafson, external affairs officer for MNA, says the campaign team, which consisted of a campaign advisory committee with 70 nonprofit organizations, 13 regional hubs covering 56 Michigan counties, 12 Action Agencies supporting counties not served by a regional hub, and more than 260 grantees, entered 2020 well positioned to get out the count.

Even though the federal government scaled back Census 2020 funding, the state and nonprofits stepped in, funneling $10 million to the Nonprofits Count Campaign, including $6 million from state appropriations and more than $4 million in funding from more than 40 foundations.

By January of 2020, census awareness efforts aimed at all Michigan residents, including historically-undercounted communities, had been launched across the state. But in March, COVID-19 forced statewide stay-at-home orders just days before Census Day on April 1, 2020, and led to the cancelation of in-person census events throughout the spring and summer months.

The Michigan Nonprofit Association ensures the sector has access to the resources it needs for success now and in the future.
That’s why, in partnership with Co.act Detroit, MNA is helping nonprofits in Southeast Michigan to assess their overall organizational health by guiding them through the MNA Principles & Practices Online Assessment. Results of the assessment, which cover 11 principles and include 290 questions, allow MNA and the nonprofits with which MNA works to identify areas of strength and also to pinpoint opportunities for growth.

The assessment is based on the fundamental values of quality, responsibility, and accountability, and the practices provide specific guidelines for individual organizations to evaluate and improve their operations, governance, human resources, advocacy, financial management, and fundraising.

Sarah Pinder, MNA’s engagement director, says the organization’s assessment report allows MNA to determine the focus of follow-up consulting and services, and also to recognize potentially beneficial connections among MNA’s network of partners.

By aligning the results of the deep-dive assessment with an individual organization’s unique goals and vision, MNA is able to serve as an informed sounding board and invaluable thought partner for nonprofit leadership teams. MNA is able to provide the assessment and the follow-up services thanks in part to a $315,000 grant from the Ralph C. Wilson Jr. Foundation.

Creative solutions help the census campaign roll on

“We had to be flexible and creative because we suddenly could not do a lot of the things we had planned to do,” Gustafson says.

The team quickly turned and took a look at what had been working and where they could still reach people safely.

New resources were added to the BeCountedMI2020.com website to help nonprofits continue their work during the public health emergency. Ongoing efforts were analyzed and thoughtfully refocused, with emphasis put on gas station TV spots, text blasts, and strategically placed messages on the receipts of purposefully selected stores. Nonprofits set up grocery store census kiosks, took up shop in laundromats, and even partnered with auto mechanics to offer incentives for census completion.

By June, Michigan became the first state in the country to match its 2010 Census self-response rates. When the census team completed collecting responses in October, Michigan’s 71.3 percent self-response rate topped the national average of 67 percent and ranked the state 8th nationally. It was a jump from ranking 14th in 2010, and the best self-response rates since at least 1990.

Gustafson credits the campaign’s success to the strong network that had been put in place early on, coordinating with the state, and the work that was completed on the messaging to connect the census to Michigan residents.

“We had to tell people that these nine questions (on the census) affect something real in their lives,” says Gustafson.

Despite all of the challenges, Gustafson says, the network was continually motivated by the mission.

Every person the Census 2020 Michigan Nonprofits Count Campaign helped reach will result in secured representation for Michigan in the US House of Representatives and federal funding for highways and bridges, health care, education, school lunches, and so much more.

CRITICAL ANALYSIS
MNA’s revamped digital Principles & Practices tool offers nonprofits a path to a comprehensive self-examination

Meaningful growth and continuous quality improvement in the nonprofit sector are tied directly to intentional, high-level self-assessments.

MICHIGAN’S 71.3% CENSUS 2020 SELF-RESPONSE RATE TOPPED THE NATIONAL AVERAGE OF 67% AND RANKED THE STATE 8TH NATIONALLY.
In fiscal year 2019—2020, 23 Southeast Michigan-based nonprofits completed the Principles & Practices Assessment and received consultation from MNA throughout the process. To date, 54 Southeast Michigan nonprofit organizations have completed the assessment.

The Principles & Practices Assessment is not new to MNA, but the revamped version, which also intentionally incorporates the values of diversity, equity, and inclusion, captures aggregate data in a digital format, allowing MNA to spot trends and glean rich insights into what’s happening in the nonprofit sector.

“The trends we see from the Principles & Practices Assessment will help to inform MNA’s educational offerings, our focus, and what we promote as an organization,” says Pinder. “The data are going to be really beneficial, not just to MNA and its members but to Michigan as a whole.”

**RESPONDING COMPASSIONATELY**

MNA helps keep nonprofits running through uncertain times. When stay-at-home orders and shutdowns sent businesses scrambling back in March, nonprofits were having those same experiences, says Kelley Kuhn, vice president of MNA.

“Nonprofits have to fill the gaps when small businesses are not operating,” Kuhn says. But nonprofits weren’t being thought of the same way small businesses were when it came to COVID-19 relief and support.

So, MNA acted swiftly to begin deciphering executive orders and addressing questions of how organizations could continue serving communities while keeping staff and the public safe. When nonprofits proved to be an afterthought in initial CARES Act Funding provisions, such as the Paycheck Protection Program, MNA began fiercely advocating for nonprofits to be included in a more substantive way. An internal task force was formed so that MNA’s work could continue, and new partnerships with legal, financial, and other relevant subject matter experts were forged so that resources, such as webinars, FAQs, and impact studies, could be made available not just to members but to nonprofits across the state.

MNA, Co.act Detroit, Michigan Community Resources, and the Council of Michigan Foundations came together to launch the microsite that houses all of the living collateral.

**COVID-19 and furthering the conversation on racial equity**

After the death of George Floyd sparked a national conversation on racial justice and equity, focus was also put on facilitating discussions and developing tools to help nonprofits take action and better serve their communities.
“The pandemic has a disproportionate impact on communities of color, where people are not only losing jobs but becoming ill and dying at higher rates than their neighbors,” Kuhn says. “You cannot separate the pandemic from the racial unrest.”

ACCESSIBLE KNOW-HOW

MNA Tech enhances technology capacity for nonprofits. Functional, intuitive technology helps organizations, no matter their function, to build capacity and create sustainability.

The Michigan Health Endowment Fund tapped MNA Tech for its expertise to help more than 30 grantees across the Lower and Upper Peninsulas build detailed and customized tech plans, assess security, and prioritize their most pressing technology needs.

Adam King, MNA’s Tech IT Services director, says the tech plans help organizations to identify and address immediate needs, while looking about three years down the line.

Security, including data security and securely working from home during the public health emergency and the ability to allow for secure transactions via an organization’s website, is a major focus, not just for the grantees MNA Tech has been serving, but for the sector as a whole.

“Cybersecurity awareness helps keep organizations from falling into a big trap later on,” King says. “Being prepared secures the data, the organization, and the money when it comes down to it.”

MNA Tech continues to look for innovative ways to bring technology solutions and relevant trainings to Michigan nonprofits so they can spend less time worrying about or fixing outdated computing and processes, and more time doing work that supports their mission.

COVID-19
RESPONSE & RESOURCES
FOR NONPROFITS:
HTTPS://MNACOVIDRESPONSE.ORG
### MICHIGAN NONPROFIT ASSOCIATION

#### 2019–2020 Fiscal Year Financials

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Dollars</th>
<th>Percentage of Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant Revenue</td>
<td>$8,296,598</td>
<td>76.92%</td>
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<tr>
<td>Contributions</td>
<td>$949,973</td>
<td>8.81%</td>
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<tr>
<td>Membership Dues</td>
<td>$272,141</td>
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<tr>
<td>Program Fees and Sponsorship</td>
<td>$912,945</td>
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<tr>
<td>Sublease Revenue</td>
<td>$315,574</td>
<td>2.93%</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>$33,907</td>
<td>0.31%</td>
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</tbody>
</table>

**Total Revenue** $10,781,138

<table>
<thead>
<tr>
<th>Program Services</th>
<th>Dollars</th>
<th>Percentage of Total Expenditures</th>
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</thead>
<tbody>
<tr>
<td>Educational Services</td>
<td>$1,994,827</td>
<td>19.37%</td>
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<tr>
<td>Public Policy</td>
<td>$56,579</td>
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<td>Nonprofit Outreach</td>
<td>$6,751,787</td>
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<tr>
<td>Public Grants</td>
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<td>10.47%</td>
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<tr>
<td>Volunteerism</td>
<td>$100,401</td>
<td>0.97%</td>
</tr>
</tbody>
</table>

**Subtotal: Program Services** $9,982,191 96.91%

| Administration                   | $314,866   | 3.06%                           |
| Fundraising                       | $3,294     | 0.03%                           |

**Total Expenses** $10,300,351

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REACH THE RIGHT PEOPLE TODAY!

The Michigan Nonprofit Job Center promotes job opportunities for organizations that serve communities and benefit the public.

Connecting Michigan nonprofits with local, diverse talent. Find your next passionate colleague at mnaonline.org.

WE’RE 30 THIS YEAR!

MNA is celebrating its three decades of serving Michigan’s diverse nonprofit sector!

Like many 30-year-olds, we’ve made mistakes, experienced success, become more professionalized, and gained influence. We have a lot more to contribute to the state—and are just hitting our stride!

Join MNA today at mnaonline.org/membership.