WE ARE BETTER TOGETHER

Statewide partnerships and collaboration lead to inspired solutions and thriving communities.

FIND A HUB NEAR YOU
A new model ensures Census 2020 funding and resources reach neighborhoods across the state. p. 3

THERE’S AN INNOVATIVE VISION FOR VISTA
An award-winning service program strengthens Michigan workforce development efforts. p. 4

ELEVATED TECH
Foundations partner with MNA Tech to help grantees overcome technology hurdles. p. 5

SHOW ME THE MONEY
Dive deep into MNA’s latest Compensation & Benefit Report. p. 6
EVERYBODY COUNTS

Nonprofit organizations play an important role in multi-sector solutions that tackle today’s greatest challenges.

The invitation to be a part of the governor’s census committee is a perfect example. Throughout the following pages you’ll learn more about these efforts, including the statewide census hub model we developed to ensure nonprofits have access to the resources and funding that will help vulnerable populations get counted. We also focused the efforts of our AmeriCorps VISTA volunteer service program on the growing need for workforce development and educational access across Michigan.

Our core values of diversity, equity, and inclusion continue to be the bedrock on which all of our work stands. We’re passionate about the idea that all voices deserve to be heard, all people deserve to be treated equally, and all communities—no matter how at risk—deserve to be included in our civil society.

You can count on us to always keep learning and growing. And to keep sharing the powerful ways nonprofit organizations help elevate us all.

The vast cultural richness and diversity found in Michigan communities gives us strength when all people feel a part of our civil society. That’s why the Michigan Nonprofit Association (MNA) works to advance diversity, equity, and inclusion in all it does, from practical programming and technology services to tireless advocacy.

Here are a few (of the many) ways MNA is working alongside members, partners, and state government to create thriving communities where everyone can flourish.

A FAIR AND COMPLETE COUNT

Census hubs deliver critical resources and funding to nonprofits

When the federal government scaled back Census 2020 funding, state governments and nonprofits stepped in to fill the void.

“With so much at stake, there’s a clear need for outreach, communication, coordination, and organizing to ensure a fair and complete count in Michigan,” says Joanie Gustafson, external affairs officer for MNA.

“We’re keenly aware what damage can be done to communities if we’re not drawing down all of the federal dollars we’re entitled to for programs and services.”

But it goes deeper than that, says Donna Murray-Brown, MNA president and CEO, particularly for those historically dismissed or seemingly invisible. It’s an opportunity to be visible, to matter—not just to receive something, but to actually be a part of our democracy,” says Murray-Brown.

The Michigan Nonprofits Count Campaign is a statewide coalition led by MNA to mobilize nonprofits to help get out the count, particularly in vulnerable communities. Because Michigan has fewer federal census offices, the coalition created a network of census hubs comprised of community foundations and United Ways to ensure that nonprofit organizations have access to resources and funding for their census efforts.

“For every person that’s missed [in the count], the state loses $1,800 per person, per year for 10 years. And in some cities, that number is even higher,” says Gustafson. “We’re not only aware what damage can be done to communities if we’re not drawing down all of the federal dollars we’re entitled to for programs and services.”

The invitation to be a part of the governor’s census committee is a perfect example. Throughout the following pages you’ll learn more about these efforts, including the statewide census hub model we developed to ensure nonprofits have access to the resources and funding that will help vulnerable populations get counted. We also focused the efforts of our AmeriCorps VISTA volunteer service program on the growing need for workforce development and educational access across Michigan.

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The Hub Model
Hubs were identified based on their experience being fiduciaries, executing mini-grant strategies, and serving as liaisons with media and local governments. With their regional outreach, the 13 hubs cover 56 counties. Michigan Community Action agencies cover the remaining counties for a truly statewide effort.
At each hub, advisory councils were founded with local leaders, advocates, and community organizers—all of whom are already invested in working with historically undercounted communities in their region.

“With so many factors affecting response rates, we wanted to find nonprofits and grassroots organizations that are trusted and respected in their spaces to help spread the word. The local advisory councils help us do that,” says Nellie Tsai, MNA’s community and civic engagement director. Hub leaders worked with the councils to explain mini-grant opportunities and award grants to help fund Census 2020 awareness and outreach efforts.

“Each region is so unique, which is why we expect this model to be successful,” says Tsai. “What they do in the UP is different than what might work in Flint or on the western side of the state.”

The New Michigan Media partnership helps reach minority and ethnic communities
As part of its statewide communications strategy for the Michigan Nonprofits Campus Campaign, MNA pioneered a proactive relationship with New Michigan Media, a network of ethnic and minority media outlets throughout the state. Dr. Hayg Oshagan, director of New Michigan Media, appreciated being brought in early as a valued partner, a move he says is unprecedented across the US. “It reflects the foresight and leadership of MNA,” Oshagan notes.
The two groups joined forces to host three Minority Media Summits on Census 2020. Held in Detroit, Grand Rapids, and Gaylord, the summits gave publishers and other media outlets a chance to learn about census challenges and how to apply for advertising grants. Participants freely discussed how to best reach their individual communities and craft growing privacy concerns and the fear of repercussions felt by minority communities.

“Bringing together MNA’s deep understanding of the census challenges facing our state with New Michigan Media’s trusted position within ethnic and minority communities is a huge step forward in making sure all people are included in the census process,” says Oshagan.

10.8% MICHIGANDERS UNDER THE AGE OF 5 LIVING IN HISTORICALLY UNDERCOUNTED COMMUNITIES.

NAVIGATING THE “YouEconomy”
MNA offers tools and programming to help nonprofits create unique, adaptable, and compelling workplaces
Workplace landscapes are changing as more and more employees seek to diversify financial resources, decrease dependency on one job, and create more flexibility to accommodate their personal lives.
Bill Gesaman, MNA’s strategic growth officer, describes it as the “YouEconomy,” a trend reflected in the 2019 Michigan Nonprofit Compensation & Benefit Report. Published every two years, the report dives deep into Michigan’s nonprofit employment data by region, budget size, and a wide range of positions—not just the C-suite.

“This type of detailed information can’t be found anywhere else,” says Gesaman. Nonprofit teams use the data to make informed hiring decisions, and also to ensure that current staff members are being adequately compensated.

“Nonprofits are evolving to meet the needs of their employees while they serve the needs of their communities,” says Gesaman. “MNA will continue to develop tools and resources like our Talent Strategy Summit to help nonprofits maintain high-performing teams and create workplaces where everyone is inspired to do great work.”

MOVING THE NEEDLE FORWARD
VISTAs in action
VISTAs at Atlantic Impact supported students’ access to college through experiential education, including planning field trips to campuses and creating partnerships with local trade organizations.

At Carson City-Crystal Schools, a VISTA member provided professional development and support to K-12 teachers to help them implement career awareness, exploration, and employability skills into their curriculum.

VISTAs at Washtenaw Literacy helped manage and train volunteer tutors to work with adult literacy learners studying for their GED, trade school placement exams, driver’s licenses, and other exams.

HIGH TECH PARTNERSHIPS
Foundations understand grantee technology needs and find solutions with MNA Tech
To offer high-touch services, nonprofit organizations must be equipped with technology that creates efficiency while at the same time protects the integrity and privacy of their data.
“We recognize the importance of grantee technology needs and find solutions with MNA Tech,” says Gesaman.

Matching needs with solutions
Local foundations possess a deep understanding of their grantees’ needs. “Foundations see that there are core technology capabilities that nonprofits need to drive the entire organization. They want to know that their dollars are being spent in a way that is going to maximize mission impact,” says Adam King, MNA’s IT services director.

VISTA BY THE NUMBERS

| 32 VISTA members deployed in Michigan each program year | 50,000 volunteer hours contributed by VISTA members in 2017-2018 |
| 17,091 hours of service by 3,970 volunteers managed by VISTA members |
| $537,518 amount of cash and in-kind donations collected by VISTA members |

Dr. Bita Fakher, CEO of 313 Industries Inc., urges MNA’s Talent Strategy Summit attendees after presenting her keynote speech, “Casualty & Calamity: When Leaders Derail Success.” Her message detailed how to purposefully manage individuals who are naturally drawn to work within the nonprofit sector.

MNA’s first-ever Governor’s Service Award
VISTA’s focus on workforce development earns MNA’s first-ever Governor’s Service Award
As a sponsor organization for the AmeriCorps VISTA (Volunteers in Service to America) program, MNA coordinates volunteers as they work alongside local community members to eradicate poverty.
Looking to make an even greater impact, MNA re-imagined the VISTA program this year by concentrating volunteer efforts around one common goal: workforce development. Dubbed Pathways to Employment, the program creates tracks for disadvantaged young adults, by supporting college access and academic success. It does the same for disadvantaged adults, by strengthening current employability. Both make stronger economic opportunities for impoverished communities.

The Pathways to Employment VISTA program earns the Governor’s Service Award
In 2018, Pathways to Employment placed 32 VISTA members with nonprofit organizations and institutions of higher learning throughout the state. The results were immediate and far-reaching (see VISTA in action).

“Cumulatively, VISTA members made a huge contribution in moving the needle forward in terms of workforce development,” says Murray-Brown. So much so, Governor Whitmer and the Michigan Community Service Commission bestowed a Governor’s Service Award for Outstanding National Service Program.

“This is the type of transformational programming MNA strives to do,” says Murray-Brown. Maggie Harris, MNA’s VISTA program manager, plans to continue building Pathways to Employment and encourages nonprofit organizations with similar goals to reach out.

“If there’s an idea floating around your organization, but you’re not sure you have the staff bandwidth to take it on, a VISTA member can make a tremendous impact,” she says.
So when a foundation partners with MNA Tech, “we can come in and translate what [nonprofits] want, what they need, and what they can realistically do from a technology standpoint,” says King.

For example, the Michigan Health Endowment Fund Technology Partnership Grant advances and strengthens the technology infrastructure of the health fund’s current and past grantees. MNA Tech consultants serve as technology advisers, navigators, and implementers on the fund’s behalf, helping grantees wisely spend up to $4,000 for technology products (e.g., hardware, software, SaaS) that are determined to have the highest impact on performance.

Smaller nonprofits supported by the Cook Family Foundation in Owosso and Shiawassee counties receive ongoing support. The foundation enlisted MNA Tech to provide strategy and onsite support once a month, helping their grantees avoid expensive visits from IT contractors.

“Philanthropic partnerships are an effective way to get nonprofits the technology they need, when they may not have the budgets to accomplish it,” says King.

From strategic partnerships to practical programming, MNA continues to raise the role of Michigan’s nonprofit sector in creating thriving communities.

### RANGE OF SALARIES BY POSITION AND REGION

This chart may be helpful because you can compare the range of salaries in a position within your region.

<table>
<thead>
<tr>
<th>Position</th>
<th>Southwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountant</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Accounting Assistant</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Annual Gifts Coordinator/Special Events Coordinator</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Art Director</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Artistic Director</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Bookkeeper</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Care Worker Director</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Casework Services Director/Clinical Supervisor</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Caseworker (MSW)</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Caseworker (Non-MSW)</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Certified Nursing Assistant (CNA)</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Chief Financial Officer</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Chief Operating Officer/Director of Operations</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Clinic/Nurse Practitioner/Physician Assistant</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Community Development Specialist</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Community Living Supports Specialist</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Computer Coordinator</td>
<td>$0 - $200,000</td>
</tr>
<tr>
<td>Computer Programmer</td>
<td>$0 - $200,000</td>
</tr>
</tbody>
</table>

### MICHIGAN NONPROFIT ASSOCIATION

#### 2018–2019 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>$6,194,633</td>
<td>72.17%</td>
</tr>
<tr>
<td>Contributions</td>
<td>$928,847</td>
<td>10.82%</td>
</tr>
<tr>
<td>Membership Dues</td>
<td>$345,002</td>
<td>4.02%</td>
</tr>
<tr>
<td>Program Fees and Sponsorship</td>
<td>$716,394</td>
<td>8.35%</td>
</tr>
<tr>
<td>Sublease Revenue</td>
<td>$350,302</td>
<td>4.08%</td>
</tr>
<tr>
<td>Investment Income</td>
<td>$(285)</td>
<td>0.00%</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>$48,924</td>
<td>0.57%</td>
</tr>
</tbody>
</table>

| Total Revenue | $8,583,817 |

<table>
<thead>
<tr>
<th>Program Services</th>
<th>Dollars</th>
<th>Percentage of Total Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational Services</td>
<td>$1,943,759</td>
<td>28.88%</td>
</tr>
<tr>
<td>Public Policy</td>
<td>$95,128</td>
<td>1.41%</td>
</tr>
<tr>
<td>Nonprofit Outreach</td>
<td>$3,628,919</td>
<td>53.92%</td>
</tr>
<tr>
<td>Public Grants</td>
<td>$658,448</td>
<td>9.78%</td>
</tr>
<tr>
<td>Volunteerism</td>
<td>$206,090</td>
<td>3.08%</td>
</tr>
</tbody>
</table>

| Subtotal: Program Services | $6,532,344 | 97.06% |
| Administration | $188,117 | 2.80% |
| Fundraising | $9,460 | 0.14% |

| Total Expenses | $6,729,921 |

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- Mr. Bob Coller, Former President, Council of Michigan Foundations
- Mr. Kyle Caldwell, President, Council of Michigan Foundations
- Mr. Todd Currie, CEO, MDED
- Ms. Paula Cunningham, State Director, AARP-Michigan
- Ms. Scott Dzurka, Vice President, Public Sector Consultants

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- Kathy Bosmay, Executive Assistant to the President & CEO
- Yenny PAA, Nonprofit Tech Specialist
- William Geasman, Strategic Growth Officer
- Mario Gonzalez, Program Coordinator & Customer Relations Specialist
- Joan Gustafson, External Affairs Officer
- Margaret Harris, Program Manager, AmeriCorps VISTA
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- Mr. David Scaman, Executive Vice President, Michigan Health & Hospital Association
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- Ms. Kate White, President, Kate White & Associates

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- Kelley Koehn, Vice President & Chief Strategy Officer
- Jessica Lewis, Finance & Database Manager
- Ken Long, Army Liaison & Events Logistics Coordinator
- Donna Murray-Brown, President & CEO
- Sarah Priddis, Engagement Director
- Mark Shaw, Consulting Manager, MNA Technology Services
- Nella Teal, Community & Civic Engagement Director

HIRING SOON? Check out MNA’s dynamic new Salary Visualization Tool that’s designed to help nonprofit leaders quickly find and interpret relevant salary data. Members can access it free at www.mnaonline.org.
MNA’S NONPROFIT COMPENSATION & BENEFIT REPORT
It’s the data you want to make the decisions you need.

Whether you’re looking to hire a new CEO or hoping your program director will stick around, given her current wages—MNA’s 2019 Nonprofit Compensation & Benefit Report has the data you need to make strategic hiring decisions.

- Searchable data by region, job title, budget size, and more
- Breakdown of compensation for 75+ job titles, from CEO to administrative assistant
- Michigan-specific data that you won’t find anywhere else on 501 (c)(3) nonprofit organizations
- Current reports on how organizations structure various forms of paid-time off, retirement plans, and other benefits
- Immediate access to the information when you purchase and download the report

INCLUDES EXECUTIVE DEMOGRAPHICS AND COMPENSATION DATA.
Find and keep the talent you need to achieve your goals!


Questions? Contact Bill Gesaman, Strategic Growth Officer, at 517-492-2416, or bgesaman@mnaonline.org.