



NEW

Annual Report

Fiscal Year 20-21

July 1, 2020 - June 30, 2021



TRANSFORMING THE FUTURE,
TOGETHER

Table of Contents

About This Year 03

Our Mission, Vision & Values 10

Strategic Pillars 12

Our Team's Goals & Results 13

Financials 17

Our Supporters 18

Board of Trustees 19

About This Year

Vietnamese poet, Ocean Vuong once wrote:

Some nights you are the lighthouse
Some nights the sea
What this means is that I don't know
Desire other than the need to be shattered & rebuilt

- Night Sky with Exit Wounds

The start of 2020 taught us how vulnerable our collective health and safety-nets are. 2021 would remind us of the unmet promises of our young democracy. As the months between our fiscal year at NEW unfurled, we witnessed over and over how fragile our social fabric is.

The reality is that we are in a period of peak socialized distrust. The divisions between us are dangerous and near total. We look to divergent news sources, have different conversations, and suspect different aspects of the government (from police to politicians to scientists) of wanting us surveilled, tracked, controlled or dead. Four years of a destructive and immature president did result in a wall, but not the border wall he threatened. The wall that now feels so solid in the U.S. is cultural, one with deep roots and an ancient design.



About This Year

This design has “shattered” us in hard and necessary ways. In her August 2021 blog, author, poet, and organizer adrienne maree brown wrote: “How do we survive these falling systems? Especially when many of them need to fall? How do we prepare for the opportunities in collapse? It’s all crumbling, concurrently. We are living through both the devastating fall of systems that guarantee life, and the necessary fall of systems that uphold violence.”

Yet, humans, like all of nature, live within systems of relationship and resource. Our freedom is relational. Our destinies are inextricably tied whether we want that to be true or not.

Amid all of this hard stuff, this year we saw brave souls awaken and courageously confront their biases. To heal internalized white supremacy, violence and oppression. To construct new ways to honor and lean into kinship, community care and dare I say, love.



Champions for Change, Leaders of Color Fellows '20-'21

About This Year

As a collective, we learned what it takes to go deeper than hollow words, social media posts and "hopes and prayers." That we must see those at risk, those suffering, through the lens of our shared humanity.

So many times this year we were reminded that we are who we need. And though it's been taxing and hard, we've been learning and shifting too, right alongside our friends, clients and partners. Indeed, this was a year of reckoning with the consequences of our compliance and turning towards each other.

Centering Justice, our platform amplifying the voices of leaders of color, achieved a one-year milestone. Dozens of people still gather with us to ask how we must and will transform as people and communities.

Speechless. What an incredible panel and conversation. Thank you from the bottom of my heart.

- Centering Justice participant

523

people registered for
Centering Justice in
FY2021

About This Year

Our entire sector needs to shift, too. So, alongside our partners at Michigan Nonprofit Association, Co.act Detroit, Community Development Advocates of Detroit and Michigan Community Resources, we created the Transforming Solidarity Collective. We formed this Black and Brown women-led initiative as a response to the pandemic. Together, we use our collective power to get resources to nonprofits across the state.

And together, we confronted how our sector also perpetuates racial and economic inequities. Lack of diversity, inadequate funds and restrictions on use were barriers to social change. We used our voices to bring attention to these realities.



Transforming Solidarity Collective partners: Donna Murray-Brown (MNA), Allandra Bulger (Co.act Detroit), Yodit Mesfin Johnson (NEW), Shamyle Dobbs (MCR), & Madhavi Reddy (CDAD)

About This Year

Rebuilding and reimagining is an inside job too. Most of us have come to this sector to serve, help others and create change. And we've also internalized a lot of messages of scarcity. For us that required internal learning, healing and repair with each other, as well as with those who've been invisible in our sector, including queer folks and people with disabilities. With little other choice, we allowed our collective pain to call us to our highest selves.

We started by revisiting our mission statement. We want a just and thriving society. Flat out. We used our values as guides in every decision, including how we communicate about our work. There's no room for neutrality at NEW anymore. We want to work alongside mission, vision and values-aligned folk. Especially those from historically marginalized groups. Our values also compelled us to interrogate our labor practices, compensation, and policies. We are institutionalizing rest to stave off burnout. No, we're not okay. Yes, we can say that.

NEW inspires and equips mission-driven people, organizations and communities to realize their visions of a just and thriving society.

We also acknowledged practices that extracted knowledge and wisdom from our colleagues by not paying them for their contributions to our work. We stopped doing that. We made intentional decisions about where we invested our resources. And from whom we would and would NOT take donations. Simply put, we pointed our proverbial finger at ourselves, and stopped wagging it at others. "Some nights...you're a lighthouse".

About This Year

We're also investing in our physical space. In 2021, we teamed up with Designing Justice + Designing Space to explore a remodel rooted in restorative justice. We're leaning into an approach centered on values like respect, cooperation, trust, and healing. Together, we're exploring the power of space that can cultivate joy, creativity and change.

What I'm longing for is a physical space that inspires our collective dreams and embodies our mission and vision. I want this not just as NEW's CEO, but as a resident of Washtenaw, a nonprofit founder, and an advocate for social change.

Together, we'll create new visions that foster radical imagination. We'll spark ideas for a future where everyone has the ability to thrive and no one is disposable. A space that uplifts seasoned changemakers and elders alongside future world-makers, artists, and activists. A space that honors the land and its history. A space that is accessible, affordable and kind to our planet. A space that inspires and equips others to realize their visions of a just and thriving society.

Thank you again for your quick work last week for the North Room. It was so nice to be back with the PP team in person. We haven't seen each other since February 2020!!! And we never met one of our new managers in person either.

- Planned Parenthood Advocates of Michigan

About This Year

The most profound lesson of this year was a reminder of The Seventh Generation Principle. It is based on an ancient Haudenosaunee (Iroquois) philosophy. "We are building a better world for our children's grand-children."

Let's keep transforming the future together,



Yodit Mesfin Johnson
President & CEO



Yodit & Tyson Johnson

Our Mission

Midway through the 2021-22 fiscal year, NEW's mission changed. This transformation was sparked by a desire to bring our words and actions into closer alignment. As we moved through the covid-reality emerging before us, we realized our work was shifting. Our community was turning to us for insight and guidance in new ways. We no longer viewed ourselves as experts, but were using our platforms to elevate the wisdom of others. We were firmly committed to justice and ready to name systemic oppression as a root cause for our existence. The world around us was evolving, and we were ready to evolve with it.

Through a process involving our staff, board and community, NEW created and unveiled our new mission in December 2020.

Before:

NEW improves the impact and performance of fellow nonprofits by working alongside leaders to create high quality, strategic solutions that advance their missions in our communities.

After:

NEW inspires and equips mission-driven leaders, organizations, and communities to realize their visions of a just and thriving society.

Our Vision

Empowered leaders.

Flourishing nonprofits.

Vibrant communities.



Our Values

We invest in our people, clients, and communities.

We honor the rich diversity of people, experiences, and ideas.

We seek to understand by promoting lifelong learning for ourselves and our clients.

We collaborate by supporting each other as team members and through partnerships.

We innovate by encouraging creativity and finding solutions

We deliver exceptional service - every time.

Strategic Pillars

NEW makes progress towards achieving our mission and realizing our vision by employing these guiding strategies:



We **lead** with customer-centric, adaptive products and services



We **generate** financial stability



We **nurture** internal culture, relationships, communication, and processes



We **amplify** impact through partnerships with purpose

CEO & Management

Goals

Results

Cultivate partnerships across the nonprofit ecosystem (public, private, government, philanthropic, etc.) that lead to measurable change and impact in our sector, galvanizing each of NEW's program goals.

Create and sustain a positive workplace culture that encourages and values individual employees and a collaborative teamwork model.

Identify funding and partners to lead in a feasibility study for the NEW Center.

Worked with the Transforming Solidarity Collective to deliver first round support to SE Michigan communities. Initial funding secured included \$500,000 from Ralph C. Wilson Jr. Foundation. Collective partners are Michigan Nonprofit Association (MNA), Co.act Detroit, Michigan Community Resources (MCR), and Community Development Advocates of Detroit (CDAD)

Staff Pulse Survey taken in March 2021 revealed 92.9% of staff would recommend NEW as a great place to work.

Received funding from the Ralph C Wilson Jr Foundation, and began partnership with Designing Justice + Designing Spaces and PROXY to begin feasibility study for the NEW Center.

Information Technology (npServ)

Goals

Results

Increase the number of client touch points

One of the ways we did this was by creating an SOP for monitoring and prioritizing outstanding tickets.

Move 6-12 (10%-20% of clients) to cloud platform

Moved 16 clients to the cloud in FY2021 (28% of clients)

Retain 90% of clients

We began FY2021 with 66 clients and ended the year with 57. While 11 clients spun off (80% retention), we brought 2 new clients on. This reflects the intentional pivots in our service offering.

Relationship Management

Raise greater than \$490,260 in contributed revenue.

Raised \$751,898 receivable in FY2021.

Increase the number of monthly donors to 5.

Ended the year with 21 monthly donors.

Lead comprehensive brand refresh, including redesign of NEW's logo and website

Refreshed brand and website launched in January 2021.

The NEW Center

Goals

Maintain 100% occupancy at the NEW Center.

Tend to building emergencies, including COVID-19 response, and work with vendors to address regular building maintenance.

Move the NEW community of tenants and affiliates further from transactional relationships and into deeper collaboration/friendship.

Results

Maintained 95% capacity in tenancy (23/25 rentable spaces).

Maintained 83% of affiliate capacity. (10/12 affiliates). While one departed, another is now a tenant.

Responded to two major floods, and rebuilt the accessibility ramp and attached wall. Created and kept community members updated on COVID-19 safety procedures and regulations. Also introduced a new VoIP phone system throughout the building.

Hosted a number of events, including: WinterFest, Pumpkin Carving Contest, bagel socials, photography class. Also introduced in-building newsletter: *NEW Center Insights*.

Organizational Development

Goals

NEW OD team members will have access to data collected through evaluation and outreach process.

Improve the client intake process including web inquiry and intake meetings.

Successfully implement existing and recently established leadership programs (Centering Justice, Champions for Change, Financial Resiliency Cohort (pilot), Leading & Learning, Leadership DELI).

Results

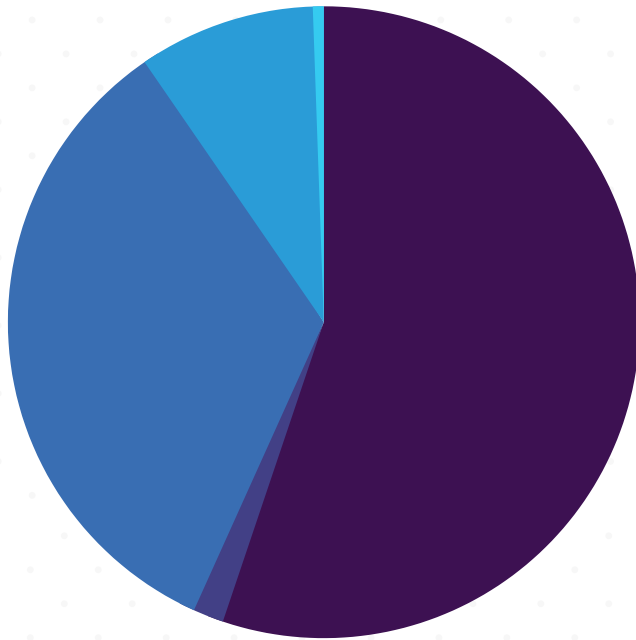
We were able to share intake, client “won”, and evaluation data at OD meetings and discussed the implications of findings.

Maintained a smooth web inquiry process through the website transition. Also identified patterns in inquiries to provide a better process for new and potential clients to understand our work.

Successfully implemented Centering Justice, Champions for Change, Financial Resiliency Cohort (pilot), Leading & Learning, Leadership DELI including delivery, evaluation, and adaptation of programs.

Financials

Between July 1st 2020, and June 30th, 2021, NEW's revenues and expenses were distributed as follows.



Revenues

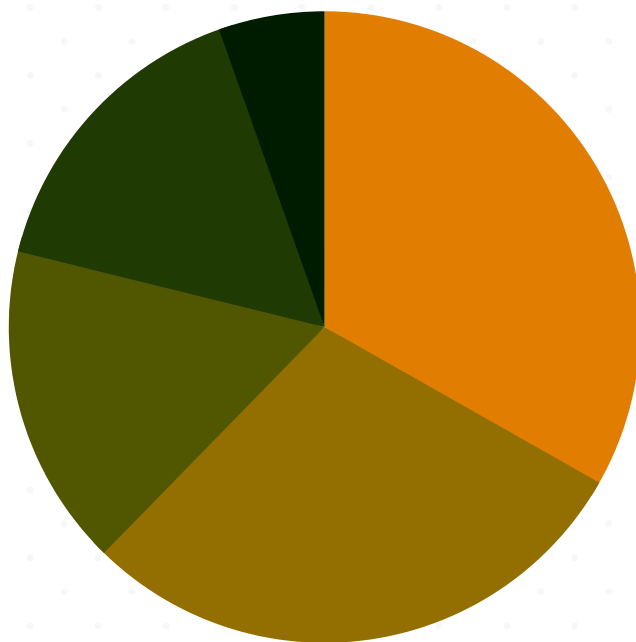
Contributions: 55.2%

In-Kind Donations: 1.6%

Program Fees: 33.7%

NEW Center: 9%

Other: 0.6%



Expenses

Information Technology: 33.2%

Org Development: 29.1%

NEW Center: 16.5%

Management & General: 15.7%

Fundraising: 5.4%

Contributions

Between July 1st 2020, and June 30th, 2021, NEW received contributions from the following foundation, corporate, and other funding partners.

Ann Arbor Area Community Foundation

Bank of Ann Arbor

Buhr Foundation

DTE Energy Foundation

Flagstar Foundation

McGregor Fund

Ralph C Wilson Jr Foundation

Transforming Solidarity Collective

United Way of Washtenaw County

Washtenaw Coordinated Funders

W.K. Kellogg Foundation



Board of Trustees

Between July 1st 2020, and June 30th, 2021, NEW was governed by the following individuals who served on our Board of Trustees.

Lila Asante-Appiah, Chair
The Heat and Warmth Fund

Kathleen Laird, Treasurer
Retired

Daniel Foss
Old National Bank
(term ended in March, 2021)

Dr. Kimberly Hurns
Washtenaw Community College

Curtis Iorio
Hylant Group, Inc.
(term ended in February, 2021)

Yodit Mesfin Johnson
NEW, President and CEO

Christopher Myers
NewFoundry

Alok Sharma
Sharma Analytics

Diane Kaplan Vinokur
Professor Emeritus, University of Michigan School of Social Work

Kristopher Wiljanen
New Dominion Capital





NEW

**TRANSFORMING THE FUTURE,
TOGETHER**