



Mississippi Alliance of Nonprofits and Philanthropy

# ANNUAL REPORT

## 2020





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# Letter from the Board Chair

Ann Marie Kinnell

The Annual Report for 2019 was focused on creating and launching The Mississippi Alliance of Nonprofits and Philanthropy. Now, reflecting on 2020, despite the pandemic and societal challenges we have all faced, our second year has proven to be one of significant growth for the Alliance. A growing team of staff and consultants has expanded our programs, adapted to virtual delivery on all fronts, upgraded communications and services, and laid the groundwork for the most significant effort yet... the Innovations Lab. It has been inspiring to work with a dedicated group of fellow board members and staff who found ways to get it all done in a socially distanced environment.

The COVID-19 pandemic presented significant service delivery challenges to the state's nonprofits and public sector systems. The Alliance worked with nonprofits across the state to assist them in accessing the resources they needed to keep their operations running during the pandemic. The outpouring of federal and state resources resulting from the pandemic also offered tremendous opportunities to address inequities that we have known about for years. The Alliance has an emerging policy role because its Education Affinity Group (EAG) engaged in collaborative work with the Mississippi Department of Education and other public sector leaders and organizations to be certain that resources were appropriately targeted to close the digital divide. The result of that teamwork ensured that every child in school has a computer. Their comprehensive approach

included technology, training, digital curriculum development, and parent support.

Through the confluence of the COVID-19 pandemic and intense social upheaval, we learned that our outreach to nonprofits in local communities and our work in diversity, equity, and inclusion are both critically important. The capacity to connect to local communities provided by the statewide Volunteer and Nonprofit Hub Network is proving to be quite valuable in ensuring quality services are provided even during crisis times. The Alliance's plan to engage in meaningful diversity, equity, and inclusion work is now recognized as non-negotiable and is well underway.

The work done by The Alliance has increased its influence in Mississippi and beyond, as is shown by continued financial support from in-state funders and continued and new support from several national funders. These include the W. K. Kellogg Foundation, the Ford Foundation, the Bill and Melinda Gates Foundation, and the Fidelity Trustees Charitable Initiative.

It is exciting to see The Alliance live into its mission and vision, becoming a stronger voice for Mississippi's nonprofits and philanthropy at the state, regional, and national levels.

I am honored to serve in a leadership role, and I look forward to even better things in the future.



# Letter from the Executive Director

Sammy Moon

It is with gratitude and some degree of amazement that I write this letter for the second annual report for The Mississippi Alliance of Nonprofits and Philanthropy. The gratitude comes from being able to work with incredibly resilient and dedicated philanthropic and nonprofit service-providing organizations throughout the state. The response over the past year to the COVID-19 pandemic and the continued commitment to the daily needs of Mississippi's citizens is a testament to the profound importance of the mission-based organizations in this state. The amazement comes from the fact that The Alliance, even with the challenges of COVID, has continued to increase the array of services offered and has grown its membership.

This annual report highlights the work of The Alliance and its members by showcasing some of the major accomplishments of the past year. It also presents the financial status of The Alliance. Please review the information carefully; and do not hesitate to provide us with comments, feedback, and suggestions. The purpose of this report is to be transparent about program and financial status and to share the future direction of the organization.

While we express gratitude and amazement about the past year, it is a sense of excitement about the future that propels us forward. In next year's annual report you will see more emphasis on the use of technology to enhance service delivery, a robust

policy agenda stemming from the work of the affinity groups, increased communication capacity, and a growing non-negotiable commitment to diversity, equity, and inclusion.

The intent is to build on the past so the future will bring even more gratitude, amazement, and excitement. This is an opportune moment for Mississippi to be the national leader in creating a bold capacity-building business model that includes philanthropy, nonprofits, and the public sector working collaboratively to improve results for children, families, and communities. We intend to seize that opportunity!

Thank you for your support and involvement with The Alliance. We always know that we would not exist were it not for you.

Wishing you the best,  
Sammy Moon





# Alliance Leadership

By providing tools and training for mission-based organizations to increase their capacity and effectiveness, The Alliance attracts investment to the state, supports the development of replicable and sustainable models, and promotes practical policy and programmatic solutions to some of our state's most challenging and persistent issues. Alliance members quickly move from conversation to collaboration to action through The Alliance's affinity groups and other opportunities to connect, thereby enhancing and magnifying the impact of both philanthropy and nonprofits.

To support growth and effectiveness in the entire sector, The Alliance developed and delivered a single guidebook – *The Principles & Standards for Nonprofit & Philanthropy Excellence*® – which details national standards and best practices relevant for both nonprofits and philanthropy.

Because of the strong connections to our members and to the nonprofit, public, and private sectors, The Alliance has been able to quickly respond to changing needs and wants, most notably demonstrated during the past year with regard to the impact COVID-19 is having on our primary constituents and the people and communities they serve. As COVID increasingly impacted the nation and the state, the alliance surveyed nonprofits throughout the state to understand the immediate needs of their organizations and their communities, and it led efforts to mobilize resources to address

quickly changing needs. Additionally, because there was already a structure in place to explore collaborative solutions to education needs in our state – the Education Affinity Group – The Alliance was quickly able to identify and articulate needs related to the “digital divide” – the lack of high – speed internet services and enabling technology, particularly in rural and impoverished communities throughout the state. While the solutions to this long-standing problem will take some time to address, The Alliance's informed presentations to legislators and other political leaders allowed Mississippi to more effectively benefit from federal funding to address this need.

The Alliance will continue to build its capacity to provide needed services to members, and it will also increasingly focus on the creation of strong public-private sector partnerships. Sustainability of efforts to achieve better results will be enhanced by having a strong relationship among Mississippi's philanthropic organizations, nonprofit service providers, and the public sector.

**From its inception in April 2019, the Alliance has been a national leader in the creation of a single, statewide membership organization comprised of both nonprofits and grant makers.**





## ► Our Mission

To serve, build capacity, and foster collaboration among and between Mississippi's nonprofit and philanthropic communities.

## ► Our Vision

The Alliance envisions effective and efficient nonprofit and philanthropic organizations throughout the state, working together to improve the lives of the people and communities of Mississippi.

## Our Values

- Commitment to the public good
- Accountability to the public
- Accountability to our members and to the nonprofit and philanthropic sectors across the state of Mississippi
- Commitment to the highest legal and ethical standards
- Respect for the worth and dignity of individuals
- Inclusiveness and social justice
- Respect for pluralism and diversity
- Transparency, integrity, and honesty
- Responsible stewardship of resources
- Commitment to excellence and to maintaining the public trust





# SERVING

The Alliance has taken on a significant leadership role in Mississippi's nonprofit and philanthropic sectors by developing and implementing capacity-building programs based on innovative and transformative approaches that support learning, growth, development, and collaboration between nonprofit and philanthropic organizations. The business model is unique in the field, and it is believed that better results will be achieved for the state's children, families, and communities.

# Partnership & Collaboration

Working collaboratively is not always easy but doing so yields far more than what we can accomplish individually. This foundational principle has allowed us to deliver outstanding results in our brief history as The Alliance.

National partnerships have provided access to resources that can inform our members' decision-making and increase knowledge about best practices and leading trends in the sector. These include subscription-level access to materials and support services from the National Council for Nonprofits (which links to resources from BoardSource), the United Philanthropy Forum, the Society for Nonprofits (with a link to GrantStation), the Independent Sector, and Candid (which connects our members to GuideStar and the Foundation Directory Online).

These combined resources give our members insight into the nonprofit and philanthropic sectors about funding sources and trends, best practices in the design and delivery of nonprofit services and philanthropic giving, and ideas that continue to shape our society. Our partnership with Candid continues to strengthen as we become a teaching site in the Funding Information Network, increasing access for nonprofits to grant-seeking resources and influencing how funders inform potential grantees about their funding priorities.

Within the state of Mississippi, we have been forging strategic partnerships that expand our ability to reach and impact organizations throughout the state that are improving lives and communities. These include the continued

development of the regional Volunteer and Nonprofit Hub Network, a partnership project with Volunteer Mississippi, that provides an online platform that connects those who wish to volunteer with specific volunteer opportunities identified by nonprofits throughout the state, as well as a network of locations for the delivery of training (both remote learning and in-person sites, as we move back to face-to-face delivery of training in the near future) that are strategically positioned so that one is available within 90 miles for most parts of the state.

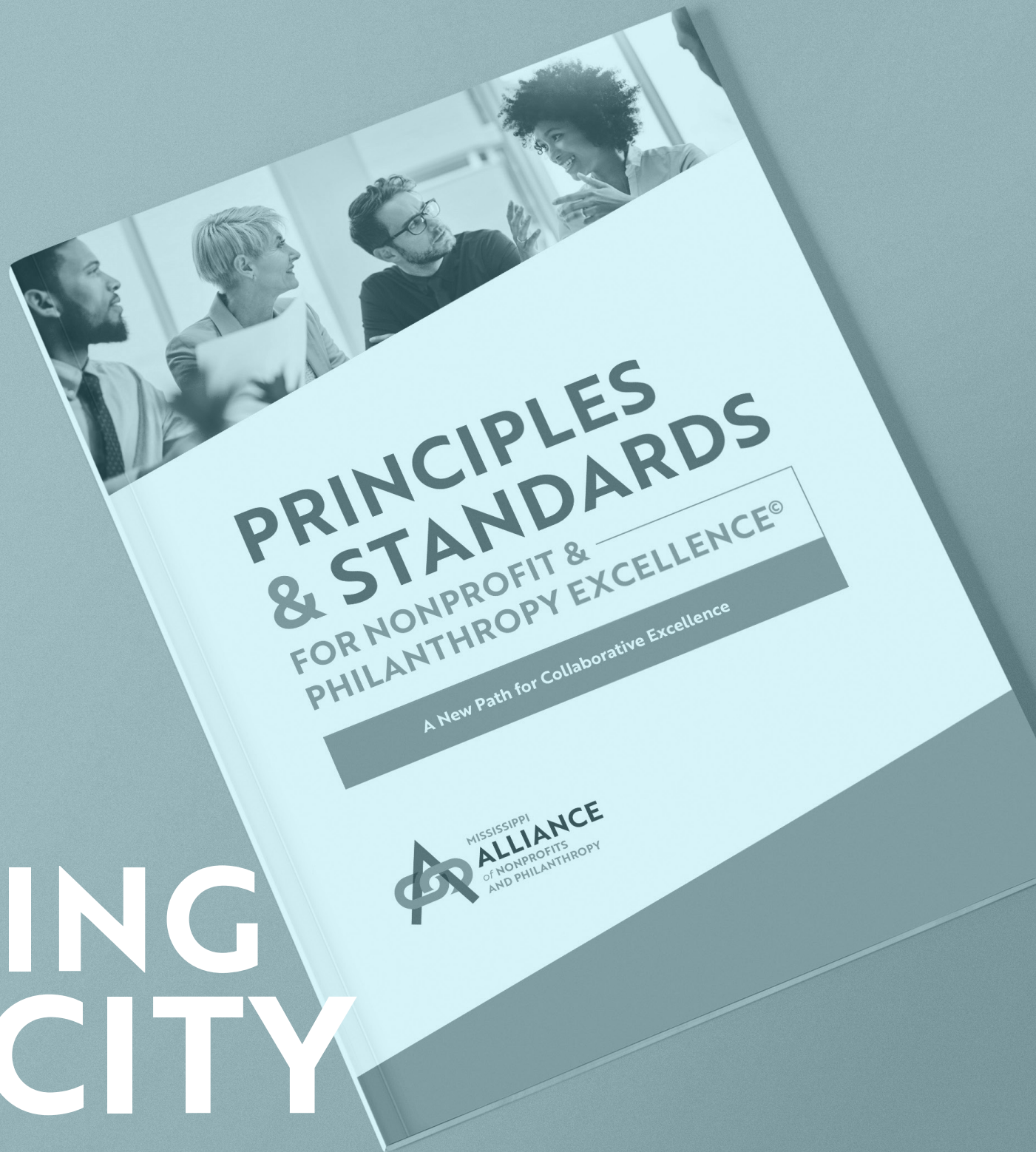
Finally, we've partnered with institutions of higher learning throughout the state to deliver training programs that strengthen the nonprofit sector. We draw on Mississippi State's Social Science Research Center as our thought partner, conducting and reporting on leading-edge research in the field. The Advanced Applied Leadership Institute, a program of Millsaps College, includes a nonprofit track that delivers our Excellence in Action® program as part of this broader leadership development program. And, as other universities and colleges return to face-to-face training, we are positioned to deliver joint capacity-building programs, including those we've designed with state agencies for their grantees throughout the state and across the sector.



## **We continue to work with several public sector entities to strengthen responses to community needs, including:**

- Improving local disaster response to the pandemic and natural disasters through the Hub Network,
- Addressing compliance and capacity needs within the nonprofit sector with the Secretary of State's Office, and
- Designing and delivering capacity-building programs with several state agencies for their grantees.





**BUILDING  
CAPACITY**

# Principles & Standards

## A New Path for Collaborative Excellence

The *MS Alliance Principles & Standards for Nonprofit & Philanthropy Excellence*®, which provide the basis for all Alliance capacity building, programming, training, and consultation services, are grounded in fundamental values of quality, responsibility, and accountability and should foster an environment that recognizes, affirms, and values diversity, racial equity, and inclusion in all endeavors. These principles, practices, and standards distinguish the nonprofit and philanthropic sectors from the government and business sectors and provide specific guidelines for organizations to continuously evaluate and improve operations, governance, human resources, advocacy, financial management, fundraising, and more.

The Principles and Standards invite nonprofit and philanthropic leaders, board members, managers, volunteers, and staff to explore roles and responsibilities for charitable organizations that go well beyond traditional ways of achieving their missions. The Alliance expects this document will be useful to all organizations as they form, rethink, and innovate. It provides guidelines, standards, a framework for making a difference, and a set of reference tools that can be adapted to meet individual and collective needs and circumstances.

The *MS Alliance Principles & Standards for Nonprofit & Philanthropy Excellence*® (which can be found here: <https://alliancems.org/>

publications/) is the first in the nation to combine national nonprofit and philanthropy standards, legal compliance requirements, and best practices. This document is organized into twelve categories, arranged alphabetically with sub-category listings to help people find topics of vital interest to them. There are also summary paragraphs at the beginning of each major category.



## **1. Civic Engagement, Advocacy, & Public Policy**

- Advocacy & Public Policy
- Civic Engagement
- Lobbying
- Political Campaign Activity

## **2. Evaluation**

- Components & Uses of Evaluation

## **3. Financial Management**

- Functions
- Compliance
- Sustainability

## **4. Fundraising**

- Policies & Practices
- Accountability to Donors
- Communications with Donors

## **5. Governance**

- Board Characteristics & Qualifications
- Board Composition
- Board Responsibilities
- Board Operations

## **6. Human Resources & Professional Development**

- Employee Policies
- Recruitment & Retention
- Diversity, Equity, & Inclusion
- Training and Development

## **7. Leadership & Organizational Culture**

- Decision-Making
- Communications
- Culture
- Community Leadership, Diversity, Equity, Inclusion

## **8. Legal Accountability & Transparency**

- Legal Accountability
- Accessibility, Public Input & Information
- Fairness and Equity Practices

## **9. Planning & Operations**

- Mission, Vision, Values
- Components of Planning
- Plan Types

## **10. Public/Private Foundation Standards**

- National Standards for U.S. Community Foundations
- Compliance List for Private Foundations

## **11. Strategic Directions & Alliances**

- Strategic Planning
- Strategy for Creating Connections
- Assessment/Decision Making
- Coordination

## **12. Volunteer Management**

- Volunteer Engagement
- Recruitment & Screening
- Engagement & Supervision





# FOSTERING COLLABORATION






# Diagnostic Tools

The alliance diagnostic tools were developed to help organizations and individuals identify their knowledge and organizational development gaps. Existing best practice tools were reviewed and adapted to conform with the Principles and Standards and enhanced to include a section emphasizing placement in the life cycle of organizations. Permissions were secured where needed to build on these existing tools. The resulting Alliance tools were vetted by a review committee, and the interactive forms are published and available free of charge on the website.

Self-reported gaps reveal what type of training and resources would most benefit each organization and, additionally, each individual's knowledge gaps. "Diagnostic" was used instead of "assessment" because the self-reporting allows participants to discover their gaps and "diagnose" how to fill their gaps with the training, tools, and resources on the Alliance website, including gaining a certificate in nonprofit management excellence through the Excellence in Action® (EIA) learning tracks.



The Alliance encourages anyone to complete either or both The Alliance Organizational Diagnostic Tool ([found here: https://alliancems.org/organizational-diagnostic-tool/](https://alliancems.org/organizational-diagnostic-tool/)) or The Alliance Individual Diagnostic Tool ([found here: https://alliancems.org/individual-diagnostic-tool/](https://alliancems.org/individual-diagnostic-tool/)) to find gaps in knowledge and/or gaps in organizational development before starting any training program, including the EIA certification process. A custom report and recommendations for solutions to address identified gaps are available for members of The Alliance.

# Policy, Advocacy, & Affinity Groups

The opening paragraphs below were written in an article published by the National Committee for Responsive Philanthropy (NCRP) titled “Affinity Groups: Joining an Exclusive Club.” It was published in the Fall of 2004, and while we wish the field would have seen positive, inclusive change since then in terms of the “exclusive club,” unfortunately that does not seem to be the case.

## ► Opening paragraphs from NCRP article:

“Essentially, affinity groups seek to impact grantmaking by coordinating efforts among and within members of the philanthropic sector—foundation staffs and trustees, employees at other grantmaking institutions—and individual donors are invited to join these groups and participate in their events. For the most part, however, those affected by the dialogue taking place—i.e., nonprofit organizations and the people they serve and represent—should seek advice and guidance elsewhere.

One of the major criticisms of the philanthropic sector is its exclusivity—a huge barrier exists between the philanthropic and nonprofit sectors, due, in part to the power imbalance between foundations and nonprofits. Grantmaking, in every instance, involves at the very least two parties, whether institutions or individuals: the donor and the grantee.

Affinity groups, as a catalyst for effective grantmaking in target areas, should facilitate communication and dialogue between donors and grantees. Unfortunately, what has occurred,

given the current structure of many of the affinity groups, is that the relationship between grantmakers and donees has been further stratified. Participation in affinity groups is limited to grantmaking institutions and funders, and to that end, affinity groups are encouraged to limit the participation of nonprofits.”

## ► Affinity Groups Intersection with Policy Work:

Our affinity groups include rather than exclude. They ultimately learn about what philanthropy and nonprofit organizations are doing regarding priority issues. They also explore the involvement of the public sector. This exploration leads to opportunities for relationship building, networking, and the development of public-private partnerships focused on the well-being of Mississippi’s children, families, and communities.

The Policy Unit at The Alliance is dependent on the affinity groups to identify policy opportunities within and across the issue areas where work is being done. It is a unique model and one that we believe should be a model for the entire field.



## ► The Alliance as a Leader in the Field:

Recognizing the power dynamic that historically existed in relationships between philanthropy and nonprofits and acknowledging that a more collaborative working relationship is needed, the leaders who formed The Mississippi Alliance of Nonprofits and Philanthropy decided to do something about it.

The Alliance is the only statewide entity in the country of its type that has strategically and thoughtfully merged philanthropy and nonprofits into one organization working from a business model built on collaboration rather than power. The Alliance's model emphasizes cooperative learning, sharing, and co-development rather than working in silos. After all, philanthropy and nonprofits are in the same business – both exist to create better results for children, families, and communities.

## ► Alliance's Unique Approach to Affinity Groups:

Because of its inherent belief that more positive outcomes will be achieved if philanthropy and nonprofits work collaboratively, The Alliance's affinity groups are inclusive of both philanthropy and nonprofit members. There are three issue-focused affinity groups facilitated by The Alliance: the Education Affinity Group, the Health Affinity Group, and the Workforce/Family Economic Success Affinity Group.

These affinity groups provide opportunities for philanthropy and nonprofits to learn, share, and co-design programs and initiatives by jointly identifying key stakeholders in each of the issue areas, highlighting the role philanthropy and nonprofits currently play, exposing gaps and opportunities, and exploring the involvement of the public sector in the issues.





# Diversity, Equity & Inclusion

The Alliance believes that to effectively fulfill its mission to serve, build capacity, and foster collaboration among and between Mississippi's nonprofit and philanthropic communities, we must fully establish and embrace the set of core values that underpin our work. These core values include diversity, equity, inclusion, and belonging. We are committed to fostering a culture that allows individuals to be who they are, a place where individual differences are embraced so that creativity and innovation thrive. We believe that if we are to truly have a positive impact on the lives of children, families, and communities, we must demonstrate these values with appropriate actions. Therefore, we have developed a set of action steps that we, the staff and Board of The Alliance, will implement both internally and externally as we hold ourselves accountable to these core values:

## ► Short Term, The Alliance has:

- Reviewed and strengthened our value statement on diversity, equity, and inclusion.
- Formed an internal workgroup consisting of staff and in-house consultants to explore and further define our diversity, equity, and inclusion principles and practices
- Performed an internal "equity" audit that reviewed our operating policies, processes, and procedures to ensure our work is informed and aligned with our values. This included assessing our recruitment/hiring policies and practices, personnel policies, member dues structure and training costs, a review of tools and curriculum, and reviews of procurement of vendors and contracts.
- Formed an 'external thought and learning' group to advise on longer-term strategies.
- Identified an outside resource/facilitator to work with us to help establish appropriate and effective ways to enhance, both internally and externally, our diversity, equity, and inclusion efforts.
- Provided development and learning opportunities so staff can learn and share with others in the field. They are equipped to create and maintain a supportive organizational culture internally, while developing and supporting our members' needs in building their capacity to address diversity, equity and inclusion.
- Formally adopted the use of personal pronouns in our email signatures using a standard format.

## ► Long-Term, The Alliance will:

- Convene quarterly Roundtables to learn and collaborate with members to inform our diversity, equity, and inclusion policies.
- Explore developing a Mentoring/Sponsorship program to develop minority leadership in philanthropy and nonprofits.
- Establish a fund-raising plan to create a "pooled fund" to provide subgrants to minority-led organizations for capacity building and leadership development.
- Develop a framework, training, and technical assistance that assists philanthropy and nonprofits in diversifying leadership and ensuring funding is done through an equity lens.





# Communications

## ► New Website

In 2020, The Alliance introduced an entirely new website while staying on-brand and creating a much more accessible user experience with The Alliance's signature style and rich content. The site was designed by the Godwin Group of Jackson in collaboration with an internal web team led by Maribeth Kitchings, which included Dave Miller, Nancy Perret, and Mary Ellen Calvert. Features of the new site include a new giving page called "Invest in The Alliance" and a member-centric portal that keeps members up to date on meeting content, webinars, publications, member benefits, and more. Plans are in place to create a member dashboard in the coming months so that users may view their donations, transactions, training participation and certifications, and confirm their contact information.

## ► The Ally

The monthly newsletter, known as The Ally, features news from The Alliance, upcoming programs, a spotlight on one of the eight Volunteer Hubs, and a member spotlight from that area. The monthly theme varies and is often tied to national observances such as Black History Month or National Volunteer Week. Readership has increased over the last year after a redesign of the electronic publication. The Ally is cross-promoted on social media.

## ► E-Communications

Members are The Alliance's core audience. We keep them informed with news, event invitations, funding opportunities, and upcoming program information by direct email, or "e-blasts," created and delivered from our database. Two bulletins are sent each week; the Programming Spotlight and Alliance Links. The platform allows us to track communications and open rates on email communications and newsletter readership.



## ► Publications

The Alliance maintains a list of its publications on The Alliance website, including *The Principles & Standards for Nonprofit & Philanthropy Excellence*® and *Two Sides of the Same Coin: Findings from a Survey of Nonprofit Organizations and Philanthropies in the State of Mississippi*. In addition, there are reports on nonprofit sustainability in Mississippi, a transfer of wealth opportunity profile, research papers, and annual reports.

The Resource Library of The Alliance is an online library of best practices, tips, strategies, samples, and templates. These can be used to learn more about our innovative and transformative approach supporting learning, growth, development, and collaboration between nonprofit and philanthropic organizations in Mississippi, working to solve some of the state's most complex and challenging issues.

## ► Social Media

Modern communication takes many forms, but nothing compares to the social media explosion of the last few years. Once the domain of "My Space," a message board for members to share their lives, Facebook, LinkedIn, Instagram, and Twitter are now a primary means of news delivery, opinion, social commentary, and influence. When there is news to share, it can be done on multiple platforms. The Alliance promotes programs, services, news, and events from national to regional to local on these platforms.



# Fundraising

This past year has been a busy one for The Mississippi Alliance of Nonprofits and Philanthropy (the Alliance). We are forever grateful to the individuals, businesses, and foundations that supported our mission and programs over the past year.

Though The Alliance was formed from the merger of two well-known and respected organizations, it has had the unique opportunity of reintroducing itself as a newly formed organization! New electronic brochures and fact sheets were created, and a new video, titled The Flower Wheel, was produced to tell The Alliance story and to encourage philanthropic support. Visit the “Invest in The Alliance” button of our website (<https://alliancems.org/invest-in-the-alliance/>) to view these items and learn more.

We are pleased to report that The Alliance’s story continues to generate significant interest in Mississippi and beyond. Support from our in-state funders is incredibly important to sustaining the work of The Alliance, and our core funding partner – the W. K. Kellogg Foundation – brings national attention and credibility to our work. As a result, The Alliance forged new relationships with other national philanthropic organizations, including the Ford Foundation, the Fidelity Trustees Charitable Initiative, and the Bill and Melinda Gates Foundation. Funding from these entities will allow The Alliance to strengthen efforts to increase diversity, equity, and inclusion

(DEI) training, create a new digital platform that will help Mississippians wisely invest their philanthropic dollars, and develop the technology platform to support our Innovations Lab.

In addition to the program and operating funds noted above, The Maddox Foundation made a forward-looking investment in Mississippi and The Alliance’s sustainability by making a \$600,000 endowment challenge gift distributed among seven community foundations in the state. Proceeds from these endowments will ensure Mississippi nonprofits in all areas of the state will have access to Alliance programs.

Mississippi’s philanthropic and nonprofit organizations are better able to serve children, families, and communities thanks to your philanthropic support of The Alliance.

# The Flower Wheel



# Programs

## ▶ Training

Over the last year, The Alliance has had the opportunity to spend hundreds of hours providing capacity-building training with hundreds of constituents over dozens of topics. The COVID crisis had a unique impact on every organization in MS. Our goal was to ensure that when someone needed assistance, they could turn to The Alliance to receive it. We provided free training and consulting as well as a variety of other support services. Every engagement was aligned to our *Principles & Standards for Nonprofit & Philanthropy Excellence*® so that constituents could rest assured that we were connecting our content to national best practices.

In order to meet our goals, we had to make adjustments as well. Training transitioned from an in-person format to a virtual one, and we implemented a low-cost, fixed-pricing structure. Moreover, when determining what forms of support to provide, we conducted numerous surveys throughout the state in partnership with the Volunteer and Nonprofit Hub Network and actively sought input at every engagement opportunity. We deeply appreciate the feedback people have provided and their trust in the Alliance to support them. Because of this, we have implemented exciting new opportunities and expanded our reach and capacity to serve.

## ▶ Learning Tracks

Over the last year, our capacity-building efforts have evolved to include learning tracks. While we want Alliance constituents to have the flexibility of choosing one-off training opportunities, many want a more structured, planned learning experience that connects them with colleagues on the same path. Learning tracks are designed around a specific topic with a learning-cohort approach. Training is affordable (scholarships are available), with an accessible format, guest speakers, and workshops. Learning tracks range in scope from three months to a year and offer Certified Fundraising Executive (CFRE) continuing education credits. To date, we have built and launched Emerging Leaders: Fundraising Executives, Establishing Excellence: Creating a Great Nonprofit, Diversity, Equity, and Inclusion: Focus on People and Organizations, Federal Grants Management, and Life After AmeriCorps.





## ► Innovations Lab

The Alliance is the first statewide organization to bring support for nonprofits and philanthropies together under one roof. These two constituencies represent two sides of the same coin in their shared goal of service to communities. While The Alliance works daily to help build their capacity, the real change comes through collaboration. Three years ago, the W.K. Kellogg Foundation generously supported a pilot program that brought together nonprofits and philanthropies to break through the grant cycle process and look at solving issues in innovative ways. The goal was to pair strong organizations with the capacity to do great work with funders who had the resources to support highly effective institutions. The pilot was a tremendous success.

Over the last year, we have been hard at work transitioning the pilot into a complete program, The Alliance's Innovations Lab. When this initiative launches, we will have the capacity and opportunity to drive sector-wide change using innovative methods to solve problems. The Innovations Lab will provide the space for reflection and collaboration so that organizations may turn questions into action.

We look forward to providing more updates later in 2021.

## ► Staying Connected during COVID

Over the last year, we have worked hard to identify meaningful ways to engage with The Alliance network outside of training. Simultaneously, constituents were looking for information to help them manage the COVID crisis and support agencies were looking for methods to reach nonprofits. These concurrent needs led to the launch of Alliance Webinars. This free weekly gathering brought together the nonprofit and philanthropic sectors to learn and connect. The response has been tremendous and helped position The Alliance as a source of meaningful resources and information.

In the fall of 2020, we launched the Executive Director Roundtable series. The roundtables provide a chance for leaders to speak with each other candidly. Attendees may participate in frank conversations that they may not engage in otherwise. We have explored such issues as race, identity, access to opportunities, politics, and other challenges facing leaders.



## ► Excellence in Action®

Excellence in Action® (EIA) is The Alliance's nonprofit management certification program. The program has been building the capacity of leaders, organizations, and boards for over ten years. More than 400 individuals and organizations have completed the program. EIA covers many vital functions for nonprofit and philanthropic organizations such as board development, staff and board orientation, capacity-building, financial management, evaluation, and strategic planning. We have trainers located around the state, ready to provide a meaningful experience and prepare your organization for long-term success.





# Unaudited Financials

December 31, 2020

## ASSETS

Current assets	
Cash and cash equivalents:	
Unrestricted	281,098
Restricted	<u>85,145</u>
Total cash and cash equivalents	366,243
Accounts receivable	284,152
Prepaid expenses	<u>3,429</u>
Total current assets	<u>653,824</u>
Property and equipment, net	<u>196,285</u>
Total assets	<u>\$ 850,109</u>

## LIABILITIES AND NET ASSETS

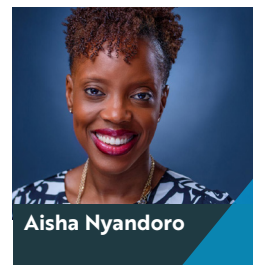
Current liabilities	
Accounts payable	43,414
Accrued expenses	<u>28,291</u>
Total current liabilities	<u>113,465</u>
Net assets	
Net assets without donor restrictions	630,622
Net assets with donor restrictions	<u>85,145</u>
Total net assets	<u>715,767</u>
Total liabilities and net assets	<u>\$ 850,109</u>

*For a copy of our most recent audit, please contact the Alliance offices.*





# Board of Directors



# Staff









