



NEI ANNUAL REPORT



FOR



new
economy
initiative

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MISSION

NEI's mission is to grow an inclusive community of entrepreneurship in southeast Michigan that benefits all residents and strengthens the regional economy.

We do this by:



Advocating for inclusive entrepreneurship by promoting underserved entrepreneurs' needs and galvanizing philanthropic and public funding to meet their needs.



Activating strategies, raising funds, and awarding grants to support a network of nonprofits providing capital, assistance, and connections.



Working with partners to use data and lessons learned to ensure the network is effective and to inform public sector leaders on the value of supporting underserved entrepreneurs.

NEI FUNDERS

The work of the New Economy Initiative is made possible by the generous support of collaborating local and national foundations.

Current NEI Funders

Community Foundation for Southeast Michigan

Ford Foundation

Hudson-Webber Foundation

JPMorgan Chase

Kresge Foundation

Ralph C. Wilson, Jr. Foundation

W.K. Kellogg Foundation

William Davidson Foundation

2021 COVID-19 NEI Funders

NEI received additional support from Kresge Foundation in 2021 to respond to critical needs of Detroit-based neighborhood small businesses. This was a continuation of the COVID-19 work NEI had performed in 2020.

Founding NEI Funders

C.S. Mott Foundation

Community Foundation for Southeast Michigan

Ford Foundation

Hudson-Webber Foundation

John S. & James L. Knight Foundation

Kresge Foundation

Max M. & Marjorie Fisher Foundation

McGregor Fund

Skillman Foundation

W.K. Kellogg Foundation

2021 ANNUAL REPORT / EXECUTIVE DIRECTOR'S LETTER

I'm excited to introduce myself to the New Economy Initiative community formally. I joined NEI on February 7, 2022. Most recently, I served Wayne County, Michigan as director of economic development. Before that, I held various positions in the private and public sectors, including in the automotive industry. I've been long aware of NEI's impact in our region; however, seeing NEI's work in action during a crisis ignited my passion for taking on the NEI director role. COVID-19 affected us all, and through my role at Wayne County, I was able to see the tremendous impact pandemic relief made for small businesses.

Before I go any further, I'd like to acknowledge the accomplishments of my predecessor, Pamela Lewis. Pam worked tirelessly to advocate for inclusive entrepreneurship in our region. She was successful at building relationships with stakeholders across sectors to ensure that those with a vision and passion for starting or growing a small business could find the resources they needed. In her last year as director, Pam raised \$20 million to launch the next phase of NEI, which includes the Inclusive Small Business Support Network Fund. It is an honor to build on that legacy. Thank you, Pam!

As you will read in the pages of this report, 2021 was a year of innovative grantmaking and dynamic organizational change. With support from The Kresge Foundation, early in the year, we launched the anchor business grant program discussed in more detail later in this report. This initiative is an example of our funder partnerships and how we can leverage our relationships within the small business ecosystem to build coalitions to respond to critical needs.

Originally designed with a focus on helping key commercial corridors with COVID recovery, we soon understood that the anchor business program was reaching a segment of small businesses that continued to face operational challenges as the pandemic continued to devastate our region. We're grateful to The Kresge Foundation for their commitment to neighborhood revitalization and to our grantee, ProsperUS Detroit, for stewarding the effort throughout the year.

Another exciting highlight of 2021 was working with our partners at Invest Detroit to operationalize and launch the Business Network Office at Invest Detroit. Paul Jones was hired as the director, and under his leadership, the office leads and manages the coordination of the business support organization network. This office serves as a convener of stakeholders, mobilizing the network and engaging with small business owners to ensure that our work meets their needs.

The business support network capacity assessment work that Adina Astor Consulting and The Eckblad Group performed for NEI in 2021 continues to be a touchstone for how we ensure business support organizations are delivering what entrepreneurs need in a way that is meaningful and effective. Other cities, such as Philadelphia, are using NEI's 3C approach now, too.

In partnership with the Business Support Network office, we incorporated the learnings from that assessment to inform the first round of grants we made from NEI's Inclusive Small Business Support Fund at the Community Foundation for Southeast Michigan. These grants were made in the fourth quarter to ensure that business support organizations, mission-based lenders and community development organizations have the funding and support they need to continue their work.

As I begin my tenure as NEI's leader, I'm excited about the unique position we are in to advocate for more inclusion of small businesses in traditional economic development spaces. In this pivotal time, we have an opportunity to elevate the stories of our business owners, synthesize data on the role they play in improving the quality of life for our residents, and all with the goal of directing more public support their way.

Whether you're a funder, a grantee, a small business owner, or another stakeholder, your engagement in our work is vital to our success. I look forward to working together in 2022 as we face the challenges ahead.



In community,

Wafa Dinero
Executive Director
New Economy Initiative

RESULTS 2021 AT A GLANCE

NEI's work in 2021 was primarily focused on underserved small businesses operating in Metro Detroit region. NEI awarded 30 grants totaling \$5.94 million to programs providing capital, technical and practical assistance, and connections to southeast Michigan entrepreneurs. With NEI's support, thirteen of these programs reported their client data. These grantees reported the following outcomes last year:

2,450
companies assisted

92
companies launched

Of the client companies
served by NEI grantees...

63.2%
are women-led

96.0%
are micro
businesses

14.3%
percent are
immigrant-led

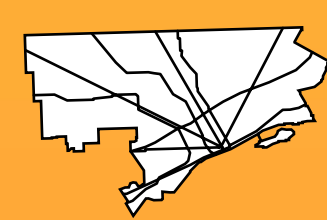
71.1%
are led by
people of color

These companies

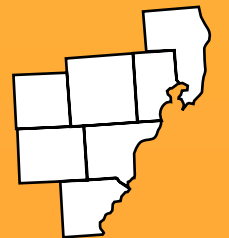
Employed
5,951
people with 26.5% Detroit-located

Leveraged
\$491.4m
in capital in 2021-Of capital,
38.98% went to women or
13.41%to people of color

Where these companies
are located:



59.39%
City of Detroit



72.73%
Southeast Michigan

In addition to serving companies and founders, NEI grantees have convened thousands through workshops, events, or digital platforms.

1,917
people were exposed to entrepreneurial
services through the Southeast
Michigan Startup Space Resource
Navigator administered by NEI

8,411
people were exposed to services
through 1,059 events, workshops or
webinars hosted by NEI grantees.

Results: Small Business Focus from 2017-today

Since 2017, NEI's work has emphasized supporting small businesses in underserved communities and the entrepreneurs starting and growing them through the network of NEI grantees that make up the small business support network.

As a result, NEI has awarded grants totaling \$28.9 million to organizations providing capital, assistance, and connections to Southeast Michigan entrepreneurs. With NEI's support, these programs have achieved the following outcomes since 2017:

14,756

companies assisted

840

companies launched

Of the client companies served by NEI grantees...

79.3% are microbusinesses

52.1% are women-led

61.1% are led by people of color

12.1% are immigrant-led



These companies employed

31,328 people

and leveraged more than



\$1.389 Billion

in capital, and exposed



482,088 people

to entrepreneurial services through events, workshops, and programs hosted by NEI grantees

Operationalizing a New Strategy: The Inclusive Small Business Support Network

With support from eight funders, NEI raised \$20.3 million to support the Inclusive Small Business Support Network Fund (also known as NEI4). The five-year program continues NEI's mission to grow an inclusive culture of entrepreneurship with a targeted focus on new and existing underserved small businesses located in Wayne County and the City of Detroit.

During 2020 and the first part of 2021, NEI secured foundation grants, completed the assessments of the existing small business support network, and

operationalized the new inclusive small business program. By July of 2021, the full-time Small Business Support Network Director was hired, and the Network Office was activated within Invest Detroit. NEI staff and the Network Director have worked as a close team to develop and launch the new grant strategy designed to align the services of business support organizations with today's small business needs.

NEI, with the Network Office, has: Gathered data of over 600 small businesses and conducted a survey with 600 microbusinesses to understand needs and inform the first round of grantmaking out of the fund.

- Assessed 30 assistance providers, mission lenders, and community connectors to determine their strengths, opportunities for improvement, and network gaps.
- Awarded \$4.635 million in grants supporting the network steward role for three years and 19 existing small business support programs.
- Developed a monitoring, evaluation, and learning process, including working with grantees to develop logic frameworks to create alignment between activities and impact across the grantee portfolio.

In 2016, NEI introduced the Neighborhood Business Initiative (NBI) Worktable. The NBI worktable consists of 60+ business support organizations that frequently meet to collaborate, discuss common issues, and actively seek to build awareness and alignment around their respective activities. Building on this model, NEI, through the office of the Network Director, is inducing a collaborative environment where members jointly design and execute technical assistance with a standard set of agreed-upon outcomes.

The worktable identified a key area of need: business support organizations need access to internal and external data to efficiently and effectively design and execute technical assistance programs efficiently and effectively. Sharing data is also viewed as essential when measuring shared outcomes and impact. To that end, NEI provides tools to assist BSOs in identifying, capturing, analyzing, and sharing data. The design and development of the "Technical Assistance Advisor" (TAA) tool illustrates an example of NEI's efforts to democratize data to enhance BSO's technical assistance.

Through the TAA, BSOs will identify small businesses in their respective target markets with essential needs (such as websites, LARA registration, and social media presence). Armed with this information, BSOs will be able to target their programming to these specific business owners, making them less vulnerable to predatory attacks.

The need and desire for intentional education and mentoring opportunities are apparent amongst the ecosystem partners. Many business support organizations have new leadership and have encountered staff turnover. Like small businesses, BSOs have had to shift or rethink their operating model due to the pandemic. Consequently, the need for capacity building has heightened. NEI has assumed the role of "TA Provider to the TA Providers." This includes implementing an action group focused on "Education, Mentoring, and Education." Planning is underway to launch additional action groups to further develop and solidify an infrastructure of care for the business support organizations.

A Unique COVID-19 Support Program in Partnership with City Community Development Organizations

Last January, NEI launched the Anchor Business Grant Program with \$1.2 million in support from The Kresge Foundation. The program's focus was on impacting COVID recovery for underserved small businesses and communities located in key commercial corridors in Detroit. Originally designed to provide grant support and practical assistance to 24 anchor businesses located in six commercial corridors, the program was expanded in the summer to add support for technical assistance in an additional set of small businesses in the Northwest Goldberg neighborhood where the Ford Foundation was partnering with Northwest Goldberg Cares to provide similar small business support.

The goal of this program was to strengthen key anchor businesses, stabilize the corridors in which they operate to encourage their continued operation, and attract new businesses during what we hoped was going to be the COVID recovery phase of 2021. Given the ongoing challenges of the pandemic, the support of the Anchor Business grants was vital to the survival of many of the anchor businesses as they continued to pivot and adjust operations.

The six community development organizations (CDOs) that received grants were Grandmont Rosedale Development Corporation, Jefferson East, Inc., Live6 Alliance, Midtown Detroit, Inc., Osborn Neighborhood Alliance, and Southwest Detroit Business Association. As key partners in this initiative, these CDOs provided support and services to four or five businesses in their respective commercial corridors. ProsperUS Detroit program managed, coordinated, and distributed grants to the participating businesses, including those businesses from the Northwest Goldberg neighborhood that were added to the project over the summer.

ProsperUS also coordinated the team of small business coaches that worked with the business owners to coordinate the technical assistance provided to each business. Whether it was a targeted ad campaign on a local radio station or training staff on contactless POS equipment, this technical support provided the next-level assistance these businesses needed to continue to stay open as the pandemic disrupted business operations for another year.

ProsperUS Detroit program managed, coordinated, and distributed grants to the participating businesses, including those businesses from the Northwest Goldberg neighborhood that were added to the project over the summer.

“The anchor businesses supported through this program are inspiring examples of Detroit’s perseverance, especially during the challenges of this ongoing pandemic,” said Chanell Scott Contreras, executive director of ProsperUs Detroit. “Each is deeply invested in their communities and developed creative plans for maintaining operations during this crisis. We were grateful to work alongside our community development partners to support these vital neighborhood resources and grateful to The Kresge Foundation for their support of this project.”

Small Business Anchor Grant Program



GRANTS

NEI launched the Anchor Business Grant Program with \$1.2 million in support from The Kresge Foundation. The program was focused on impacting COVID recovery for underserved small businesses and communities located in key commercial corridors in Detroit.

Grandmont Rosedale Development Corporation

\$50,000

Support for the Anchor Business Support program to assist in the COVID-19 recovery on the Grandmont Rosedale commercial corridors

Jefferson East

\$50,000

Support for the Anchor Business Support program to assist in the COVID-19 recovery on the East Jefferson commercial corridors

Live6 Alliance

\$50,000

Support for the Anchor Business Support program to assist in the COVID-19 recovery on the Livernois McNichols commercial corridors

Midtown Detroit Inc.

\$50,000

Support for the Anchor Business Support program to assist in the COVID-19 recovery on the Midtown Detroit commercial corridors

Osborn Neighborhood Alliance

\$50,000

support for the Anchor Business Support program to assist in the COVID-19 recovery efforts for the Southwest Detroit commercial corridors

ProsperUS Detroit Micro Lending

\$825,000

support for project management and technical assistance for the Anchor Business program collaborative targeting six commercial corridors in Detroit during the COVID-19 recovery phase

ProsperUS Detroit Micro Lending

\$36,000

support to expand the work of the Anchor Business program collaborative targeting six commercial corridors in Detroit during the COVID-19 recovery phase

ProsperUS Detroit Micro Lending

\$24,000

support to expand the work of the Anchor Business program collaborative into Detroit's Northwest Goldberg neighborhood during the COVID-19 recovery phase

Southwest Detroit Business Association Inc.

\$50,000

support for the Anchor Business Support program to assist in the COVID-19 recovery efforts for the Southwest Detroit commercial corridors

NEW GRANT MAKING STRATEGY

NEI's current grantmaking strategy focuses on business support organizations (BSOs) that meet the immediate and pressing needs of neighborhood-based small businesses in Wayne County. The grantee portfolio includes various organization types, each serving a unique yet critical need in the network. To ensure a well-balanced approach, BSOs are categorized into the following groups:

- **Connectors:** Organizations that actively maintain trusted relationships with small businesses through their various community-based engagement. Connectors are typically focused on geographies, population segments and/or industry sectors. Connectors often refer small business owners to other resource providers in the ecosystem, though some provide their own practical assistance services.
- **Assistance Providers:** Organizations that focus on the design and implementation of assistance program. Their assistance typically includes “deep dive” activities; and they are viewed as the specialist in their field. Connectors and lenders often refer their small business clients to technical/practical assistance (TA/PA) providers for specialized support.
- **Mission Based Lenders:** This group includes micro and non-micro CDFIs. They often provide flexible capital to small business owners that do not qualify for loans from traditional lenders. Some mission-based lenders provide technical assistance to their existing and potential borrowers, others primarily rely on TA providers.

In preparation for this grant making cycle, the NEI team and Small Business Network Office engaged in the following activities:

- Identified existing grantees that are aligned with the NEI Fund's goals.
- Convened a meeting with all potential grantees to communicate the focus of the NEI Fund as well as funding expectations.
- Received grant proposals from the targeted business support organizations.
- Conducted “deep dive” meetings with each organization that submitted grant proposals. These meetings also included an opportunity for our consultant to share findings from the Assessment and Small Business Survey that NEI funded last fall/winter.
- Reviewed, analyzed, performed due diligence, and developed grant summaries for each of the proposals.
- eir existing and potential borrowers, others primarily rely on TA providers.

Through this process, and the approval of the proposed grants in 4Q 2021, NEI grantees had the resources needed to continue their critical work of supporting small businesses. The BSOs are positioned to leverage the funding from NEI to further expand their services and impact to the ecosystem. NEI grants represent on average 20% of the total grantee program budgets. NEI grantees have or anticipate additional funding from grants from other foundations, corporate foundations, or public partners.

Inclusive Small Business Support Network Fund

GRANTS

NEI approved 20 grants out of the new Inclusive Small Business Support Network Fund launched in 2021. In addition to 19 grants to Business Support Organizations a grant was made to establish the Network Office at Invest Detroit launching a new partnership for NEI.

Grants from Inclusive Small Business Support Network Fund

Arab Community Center for Economic and Social Services (ACCESS)

\$100,000

Support for business development programming and technical assistance for immigrant entrepreneurs and small business owners

Accounting Aid Society

\$120,000

Support for the Accounting Aid Academy to provide accounting and tax assistance services to small business owners in Detroit and Wayne County

Build Institute

\$150,000

Support for entrepreneur and small business education programs and to increase organizational capacity to meet growing needs

Central Detroit Christian CDC

\$65,000

Support for business development and commercial activation work in Detroit's Central Woodward/North End neighborhood

College for Creative Studies/ Design Core Detroit

\$115,000

Support for Design Core Detroit to strengthen Detroit's creative businesses and connect them to small businesses seeking design services to fuel growth

Detroit Development Fund/ Detroit Community Loan Fund

\$120,000

support for the Detroit Community Loan Fund to operate the BizLoan Fund to provide capital and technical assistance to under-represented businesses in Detroit, Hamtramck, and Highland Park

Eastern Market Corporation

\$150,000

support for targeted technical assistance, one-on-one coaching and cohort-based learning for food-based entrepreneurs and small businesses in Eastern Market

Inclusive Small Business Support Network Fund

Global Detroit

\$150,000
support for the Small Business Connectors program to serve immigrant and minority small business owners in Detroit and Wayne County

Grandmont Rosedale Development Corporation

\$90,000
support for small business development and commercial activation work on the Grand River corridor in the GrandmontRosedale community

Invest Detroit Foundation

\$2,500,000
support for hosting the Network Director Office for the Inclusive Small Business Support Network Fund

Jefferson East Inc.

\$60,000
support for small business services for new and existing small businesses operating on the Jefferson Chalmers commercial corridor

Lawrence Technological University/Centrepolis Accelerator

\$150,000
support for the Centrepolis Accelerator Micro Makers Evolution Lab to serve underserved small businesses that are makers of physical products or discrete goods manufacturers

Michigan Women Forward

\$150,000
support to provide education, capital, technical assistance and mentoring to under resourced women entrepreneurs in the Detroit region

Midtown Detroit Inc.

\$150,000
support for services for small businesses within Midtown Detroit and in the neighborhoods adjacent to Midtown

Osborn Neighborhood Alliance

\$110,000
support to help new and existing neighborhood businesses start and grow by connecting them to resources and business coaching

ProsperUS Detroit Micro Lending

\$135,000
support for an entrepreneurial training, technical assistance, and micro-lending program to assist underserved populations to develop and grow neighborhood small businesses

SCORE Foundation

\$30,000
support for Service Corps of Retired Executive Association-Southeast Michigan Chapter for recruitment and onboarding to expand the small business mentoring program

Southwest Detroit Business Association Inc.

\$60,000
support for small business and real estate advocacy services for brick-and-mortar businesses in southwest Detroit

Wayne State University Research & Technological Park (TechTown)

\$175,000
support for the Small Business Services program to provide training for and connect resources to Detroit’s underserved small businesses

University of Michigan

\$55,000
support for U-M Detroit Neighborhood Entrepreneurs Project (DNEP) to offer technical assistance programming to neighborhood small businesses in Detroit

NEI made one final grant out of the NEI3 grantmaking program.

Michigan Community Resources

\$120,000
Support to provide logistical and technical assistance in the management of the NEI Neighborhood Business Initiative Worktable

■ Engaging With The Public Sector

In response to the tremendous disparities that microbusinesses experienced during the COVID pandemic, NEI leadership committed significant time and resources to learn more about the needs of microbusinesses and to represent those needs to Michigan economic development leaders. NEI partnered with Public Policy Associates, Inc. (PPA), a nonpartisan research and consultation firm, to convene microbusiness support providers and coordinate their feedback to inform decisions at the State level about the allocations of certain relief and recovery funds (microbusiness is a small business with under 10 employees).

NEI's research over the last year has indicated that few public-sector resources have been targeted specifically at supporting microbusinesses. NEI, working with its grantees and statewide microbusiness support providers made recommendations for the State to segment and define microbusinesses separately from other small businesses to ensure their needs are addressed with state-funded programs. As a result, the Governor's New Economy Plan and Main Street Initiative allocate resources to microbusinesses, for the first time.

NEI also worked with PPA to provide facilitation and project management to the Statewide CDFI working table, led by the Detroit CDFI Coalition. With the U.S. Treasury's announcement of \$215.7 million in federal funds being available to the State of Michigan through the State Small Business Credit Initiative (SSBCI II). For the first time, this program would allocate a percentage to underserved small business owners and disadvantaged communities. Therefore, it was important for capital access providers to provide a unified message and program ideas for the State to consider how to reach the most underserved small businesses across Michigan. This resulted in a comprehensive set of recommendation to State leaders informed by 17 mission-based lenders and technical assistance providers. Additionally, the MEDC used NEI's survey design and survey partner to administer a statewide microbusiness survey that is being used to also inform their future microbusiness programming.

PPA is continuing to support NEI by developing momentum toward discrete collective actions through the convening and facilitation of a statewide public-sector advisory group. The goal of this group is to identify a shared policy agenda and encourage the use of both public and private funding that can be leveraged with philanthropic investments in micro- and small business support programs. The hope is that lessons learned from investments across Southeast Michigan can continue to inform state-level initiatives—sharing how to scale effective business support programs to underserved communities across the state. Members of this advisory group represent funders, local policy influencers, and local insight-provider practitioners that have experience influencing policy with data-driven and experiential insights. See Governance and Advisory section of this report for list of policy advisory members.

Update On NEI Assets

NEI believes in the power of communications to build awareness and support for our work and for the role that BSOs play in lifting up and advancing inclusive entrepreneurship. To do this, we capture and publish high-quality stories of entrepreneurs and their connection to the NEI-funded grantees supporting them. This narrative inspires the community and amplifies the value of all kinds of entrepreneurs.

NEInsights.org

Our work at NEI has been centered around the question: What happens when inclusion is the starting point for a small business development strategy in underserved communities? This is the fundamental question that drives the NEI team, day-to-day, and motivates us to advocate for focused investment in inclusive small business development. Drawing on NEI's 14 years of concentrated investment and focus on supporting underserved businesses in our region and in Detroit, In 2021, NEI launched NEInsights.org, an online knowledge platform that documents our history and serves as a guide for other communities seeking to activate equitable strategies for small business growth. We have already heard from national and state advocates and policy makers that the information on NEInsights.org is helpful and valuable to their efforts to advance equitable strategies for microbusinesses.

GOVERNANCE

The grant-making activities NEI are done in compliance with CFSEM programs and under the guidance and oversight of the CFSEM VP of Programs. NEI grant decisions are ultimately approved by the CFSEM board, brought forward through the CFSEM Program and Distribution committee. NEI executive director works with the NEI program partner and NEI program officer to present grant recommendations to the CFSEM president and other review committee members as appropriate.

Funder Worktable

The purpose of the funder worktable is to offer NEI funders who are supporting entrepreneurship and small business growth strategies beyond their investment in NEI to compare notes and align strategies. The funder worktable is led by NEI Executive Director with support from the Small Business Network Director.

The members include:

James Boyle, Ralph C. Wilson, Jr. Foundation
Paul Riser, Ralph C. Wilson, Jr. Foundation
Sarida Scott, W.K. Kellogg Foundation
Wendy L. Jackson, Kresge Foundation
Lisa Katz, William Davison Foundation
Michael Shaw, Hudson-Webber Foundation
Pierre Batton, J.P. Morgan Chase

Chair:

Wafa Dinaro, NEI Executive Director

Network Advisor and Data Analysis:

Paul Jones, Invest Detroit Small Business Network Office

2021 NEI Policy Advisory Table

The purpose of the policy advisory worktable is to offer statewide leaders who are supporting microbusiness growth strategies to convene and work toward deliverables that lead to more public and private investment in supporting microbusiness growth in underserved communities across Michigan. The policy advisory table is led by NEI Executive Director and the President of the Michigan Municipal League Foundation. PPA provides facilitation and project coordination for this table. The members include:

Joe Agostinelli, Executive Director, Grand Rapids Area Revitalization Task Force
Regina Bell, Director, Government Relations and Public Policy, Council of Michigan Foundations
Brian Calley, President & CEO, Small Business Association of Michigan
Carolyn Cassin, President & CEO, Michigan Women Forward
J.D. Collins, State Director, Michigan Small Business Development Center
Chanell Scott Contreras, Executive Director, ProsperUS Detroit
Keona Cowan, Executive Vice President, Lending, Invest Detroit
Brandon Fewins, Michigan Director, U.S. Department of Agriculture Office of Rural Development
Laura Galbraith, President, Venture North Funding & Development
Eric Hanna, President & CEO, Michigan Community Capital
Paul Jones, Business Support Network Director, NEI and Invest Detroit
Lisa Katz, Senior Program Officer, William Davidson Foundation
Richard Murphy, Program Manager, Michigan Municipal League Policy Research Labs
Suzanne Perrault, Small Business Program Manager, Michigan Economic Development Corporation
Kumar Raj, Program Officer, W.K. Kellogg Foundation
Jennifer Rigterink, Legislative Associate, Michigan Municipal League State & Federal

Affairs

Paul Riser, Jr., Senior Program Officer, Ralph C. Wilson, Jr. Foundation
Kim Rustem, Director of Civil Rights, Inclusion and Opportunity, City of Detroit
Elissa Sangalli, President, Northern Initiatives

Co-Chairs

Wafa Dinaro, Executive Director, NEI
Helen D. Johnson, President, Michigan Municipal League Foundation

Facilitators

Sam Singh, CEO, Public Policy Associates, Inc.
Daniel Quinn, Director for Education Policy, Public Policy Associates, Inc.
Scott Southard, Senior Editor & Research Assistant, Public Policy Associates, Inc.

NEI STAFF

Current Staff:

Wafa Dinaro, Executive Director

Mary Fulmer, Senior Program Officer

2021 Staff:

Pam Lewis, Executive Director

Don Jones, Associate Director

Mary Fulmer, Program Officer

Angelina Starceski, Communications Associate

Annual Report Contributors

NEI Staff

EarlyWorks, LLC

Featherstone

Adina Astor

Paul Jones

Dan Quinn



PARTNERS AND CONSULTANTS

**NEI engaged the following partners in 2021 to
strengthen and inform its work:**

**Adina Astor Consulting and Matt Brewster
Strategies
Bamboo Detroit
Build Create Studios
EarlyWorks, LLC
Eckblad Group
Economic Impact Catalyst (Startup Space)
Growth Capital Network
Invest Detroit
Inclusive Small Business Network Office
Michigan Community Resources
Public Policy Associates**

NEI

**MAKE IT
YOUR
BUSINESS.**

Annual Report | 2021
A Network Response for Inclusive Small Business Support

*The New Economy
Initiative is a project of*

**Community
Foundation**
FOR SOUTHEAST MICHIGAN