

*Now is the time for
courage,
collaboration, and
action.*



MEMBER SUMMIT

Courageous Collaboration in Action

harvest

January 30, 2018



Martha Moriarty, Executive Director of LDA Minnesota and Chair of the Board for the Metropolitan Alliance of Connected Communities welcomed the 70+ summit attendees and officially called the annual meeting for members to order.

summit overview

The Summit was an opportunity for us to come together as nonprofit leaders to face head on the challenges we share. In the past 20 years this network and its members have faced their share. Things are not getting easier and our sector and the communities we serve are under tremendous pressure. This day provided an opportunity to create meaningful connections with other leaders in the network and fellow problem solvers. The intent was for everyone to leave with a deeper understanding of the powerful assets within the networks. Each of us has a role in helping to figure out how we collectively leverage those assets to build new collaborative strategies and shape the future of our work.

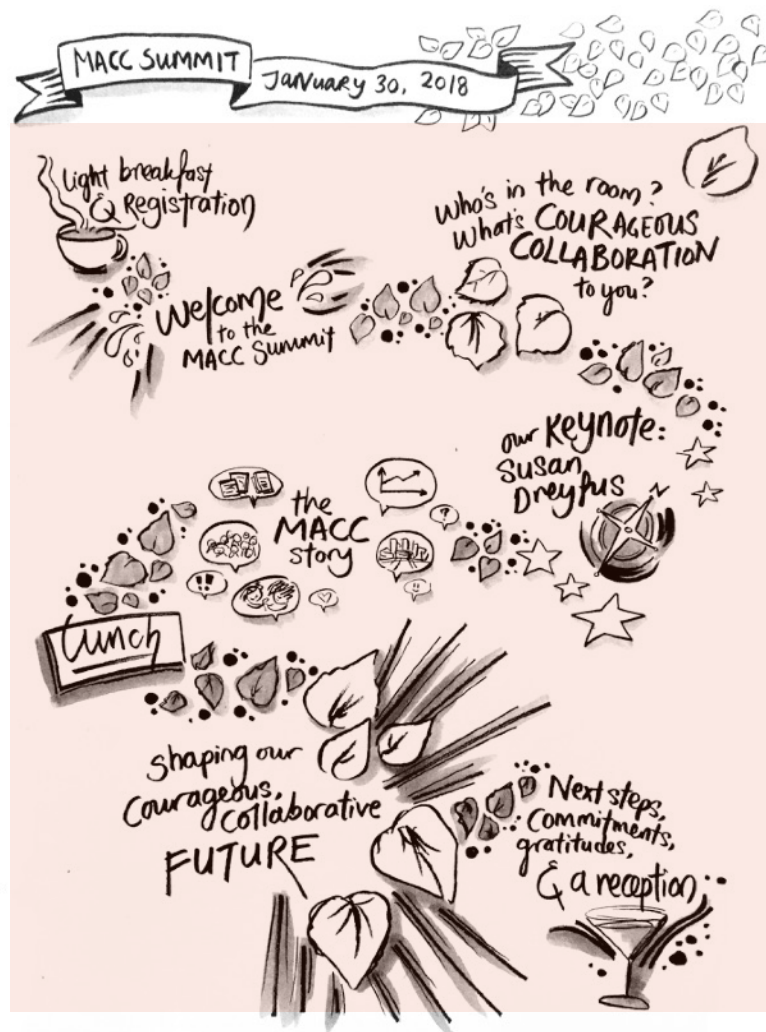
Courageous collaboration is a focus of our work. We need holistic approaches and scalable solutions to propel the economic opportunity of our communities' most vulnerable - and we can't do it alone. We took time to connect and name what courageous collaboration means to us and then made those reflections visible in the form of an aspen grove. Although a grove of aspens appears to contain more than twenty trees, it is actually one organism that arose from a single seed with each trunk shares the same underground root system much like the MACC network.

Susan Dreyfus, CEO of the Alliance for Strong Families and Communities, presented a groundbreaking report on the health of community-based human service organizations, setting up the day of discussion about the imperative for building collaborative strategies to keep our work as a sector moving forward.

Steve Houtz, President and CEO of MACC, shared a bit of context of the road MACC has traveled since it began in the late 1990s with a group of community center leaders sitting around a table having some critical conversations. Then members shared their journeys with MACC including lessons learned, challenges, and highlights about what is possible when we work together.

To close out the day, we spent some time working alongside one another as we explored ideas and issues while leveraging our diversity of perspectives, wisdom, creativity, and expertise. Combining the context of the national perspective with our local perspective provided fertile ground for ideation.

Sook Jin Ong and Jen Mein from the Future Services Institute of the Public and Nonprofit Leadership Center at the University of Minnesota Humphrey School of Public Affairs, the Summit facilitators, brought their creativity and expertise in human service innovation as they guides our work together throughout the day.





willingness to **take risks together** * communities that adhere equally to **justice for all** * sharing resources and information and success. Being willing to lift up someone else before climbing yourself to the top. * trusting others to do great work, and granting them the ability to do things differently * working together in a way that puts the needs of those we **collectively serve** ahead of organizational identity and survival * sharing resources, info, and success. Respecting new ideas. Sharing credit and focusing on group achievement. * **commitment** to building long-term relationship. Trust. Maintain **focus on why** we are collaborating. Transparency. Self-interest is understood. * **diving in** to challenging problems and opportunities, asking hard questions, committing to doing it together * creating change. Working together. Better as a whole rather than single. Impactful ideas/journey. * Being willing to set aside your own interests, for a minute, to hold the **interest of the whole**. * stepping outside of our comfort zone and working with others to be more efficient and effective. * working together for the greater good even though it is challenging and a little scary * **showing up** even when you're not sure - being willing to try something new with others alongside you * trusting and taking a leap of faith * progress with purpose * breaking down our organizational barriers to find/create solutions that meet the needs of our community * stepping outside the norm to work together to build stronger communities * to **face fear together** and find ways to work and partner despite challenges * taking the risk to step out of our comfort zone to find better ways to meet the needs of the people we serve * working together for **greater impact and influence** with the people we serve - change for good * opportunities to work together to come up with solutions to better serve our communities and organizations * **culture shift** - create transparency within siloed organizations * Bold. Honest. Brave. Risk-taking * willingness to share stories and

experiences - the good and the not-so-good with others in order to grow and develop services together. **openness to new ideas**. * new partners delivering services in new ways * **inclusive**. Preparing for the future ahead is quickly becoming the present. * listening to others and consider their ideas even if they sound crazy * Partnership. Creativity. Boldness. Innovative solutions. * Compromise. Courage. Taking risks. Creating **shared goals** of working together, showing up, and deeply engaging in meeting these goals. * Taking risks to think outside of the box - letting nothing limit creativity and innovation * **shared resources**. Grants. Staff. Space * having the courage to step out of the status quo and **finding new partners**, allowing us to bring better service to the community * working together for a **greater purpose**, despite obstacles or the norms pushing to work alone * sharing openly, putting **others before self** - partnering in new ways. Focus on work not identity. * working together to come up with creative solutions to complex circumstances * an open and mutually beneficial partnership likened to a marriage * ensuring open communications beyond just one person - collaboration isn't one to one. * sharing selflessly and receiving benefits of others doing the same * being willing to take risks to work with other organizations in deep and impactful ways * inviting **new perspectives** to the table, trying the scariest thing once, complete transparency, building **relationships** in all directions * honesty * sharing and supporting * seeking new ways to expand our work together - programs, funding, **telling the story** * making connections that may be difficult or uncomfortable * working together for the greater good. Take risks. * **stepping out** of our comfort zone to help raise each other's goals and awareness * thinking **outside the box**. Taking risks. Stepping up. Listen. Trust. Try the scariest thing at least once. * being willing to partner with someone you don't know everything about, and to take on together a project you wouldn't be successful to tackle alone * don't be a jerk * getting beyond set views of yourself and others to experience the benefit of something bigger than your current MO * **bold pursuit** of the best common good, putting self interest on the back burner * let go and listen. Bringing your wisdom and organization's wisdom and **intentionally inviting** all others' wisdom so we can say what needs to be said and hear what is said. * reaching across agencies and organizations to make our community better for all * taking risks and making mistakes * **will and willingness** * working together - sharing thoughts, ideas, potential solutions, mistakes, to enhance our work - not only with various outputs but hopefully with our impact * active communication, trust intentions, share concerns, **compromise**, shared long term impact and goals, thoughtful risk * functioning as though we are working at the same organization * to use **group strength** to pave the way to a new normal. To use that strength to change the way we see ourselves and our communities * **disruptive** to status quo. Uncommon relationships and partners will be necessary. Will feel threatened at times but must **stay at table** * stretching to share your knowledge and skills as well as being open to other ideas. Being bold, open, willing * is it like a marriage? Transparency in motivation, listening for understanding, adjusting to each other, driving together



WHAT DOES COURAGEOUS COLLABORATION MEAN TO US?



Susan
Dreyfus

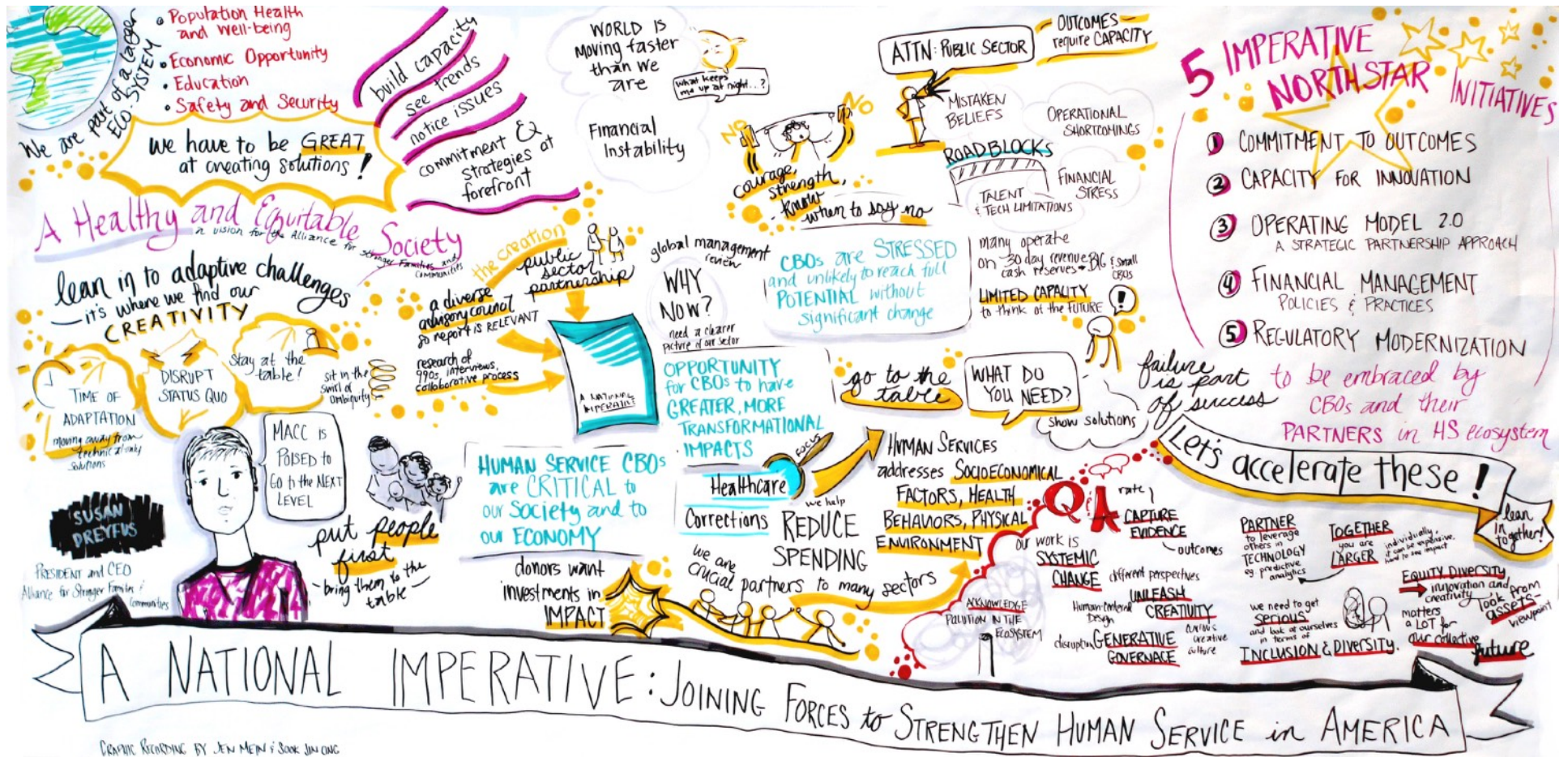
A National Imperative: Joining Forces to Strengthen Human Services in America is a report commissioned by the Alliance for Strong Families and Communities and the American Public Human Services Association (APHSA) and drafted by Oliver Wyman and SeaChange Capital Partners. It offers an important cross-sector call to action across CBOs, government, philanthropy, and other intersecting systems to address the challenges facing CBOs, which operate at the nexus of the human services ecosystem, and play a significant role in building foundational supports that contribute to the health, well-being, and success of individuals, families, and communities.



Among the key findings and conclusions is the critical role and value and impact that human services CBOs play in communities across the nation including:

- Helping strengthen individuals, families and communities by building well-being and providing critical assistance and support – both preventative and when in crisis -- which enables individuals to lead healthier and more productive lives.
- Contributing economic value to society, not only from long-term productivity increases, but also from current economic activity – human services CBOs spend roughly \$200 billion per year on wages, rent, fuel, and all the other inputs necessary to run their organizations and deliver services.
- Providing investments in targeted, “upstream” human services that are demonstrated to improve the social determinants of health and help individuals achieve their full potential in a way that is transformative for our society and other systems, including health care, education, and the judiciary systems.

GRAPHIC RECORDING



GRAPHIC RECORDING BY JEN MEIN & SARA JUNG





story harvest

Members of MACC sat in a circle and shared stories of when, how, and why they became and remain members of the MACC while others harvested insights from specific listening arcs of the collective story...

OVERCOMING BARRIERS

- Relationships are needed to overcome the barriers
- We're bigger than who's here. How do we break down those barriers. Need to go to them and build trust by hearing with vulnerability.
- Identify what the mutual common interests are

QUESTIONS

- What's next? How do we use what we have in MACC to meet our imperative?
- What do we all give up to be here?
- What can we do if not addressing a crisis? How can agencies connect with MACC if it's not to solve an immediate problem?
- Are there more opportunities for programmatic collaboration?
- How can MACC help start-ups?
- How do we transition those relationships into the next generation
- How do we create space for new people to lead?
- Do we need more of what we have? Do we need better? Or do we need something different?
- How can we share knowledge as partner agencies?
- How do we break down the silos of relationships between agencies and MACC?
- How does MACC impact the broader community and the human serving sector in addition to providing services to members?

RELATIONSHIPS

- Honest, even if conversation is difficult
- Failure is part of success
- MACC minimizes risks
- Relationship is key to coming back

PROCESS

- How does MACC incorporate perspectives of organizations not in the room? Be more inclusive? What about all members?

LEADERSHIP

- "Come on, people. We are it. We can solve our own problems".
- Respect for other leaders
- Trust
- Give and take
- Being one, cohesive team. Culture, phase structure.
- Greater together

NARRATIVE

- Support relationships
- Leverage strengths
- Information sharing
- Allows time to focus on other activities
- Problem bigger than organizations
- MACC: shared challenges
- Capacity building to improve services, improve focus, be great together

WITNESS

- Relationships
- Greater as a group than individually
- Persevering through ambiguity
- Shifting to planning instead of crisis in response
- And responding as if everything is a crisis

MACC network members called forward topics to bring into the incubator space created at the Summit leveraging the wisdom and experience of those in attendance to jumpstart ideas or cultivate breakthroughs. This in-the-moment courageous collaboration was intended to spark forward movement.

TOPIC	DISCUSSED BY...	ACTION STEP(S)	KEY TAKEAWAY
Programmatic collaborations - new forms of client referrals and developing service partners	Tubman-Ashley, Value Outreach-Liz, MACC-Adam, Shane	Mapping current member relationship/service, Roadmap for collaboration and partnerships.. in order to create referral relationships	Further connections between MACC members can promote better referrals and holistic client services.
Increasing agency for public policy capacity	Nancy Brady, Emily Truscott, Colleen Gjerdahl, Negil Neely, Mike Wynne, Trisha Reinwald, Shad, Ashley WP	Assess how true the "high interest" statement really is, across the network and if agencies are willing to invest time in learning from each other on this topic	Focus on funding/regulations positions rather than social issue positions OR focus on capacity, systems, and process - not on creating or advancing specific position
Emerging leaders	Paige Sumera, Gao Yang, Caroline Hood, Rebecca Golden, Dylan McDorough, Linda Bryant, Negil N.	Conduct gaps analysis to understand issue deeply, Assemble stakeholders to uncover collective resources, Make strategic plan as coalition to handle labor market shifts/potential problems before they occur, Address current barriers, Understand needs/values/motivations of younger generations to keep sector attractive	This is an important topic for all members and MACC can be a facilitator.
Tapping into social impact investment dollars	Susan Geller, Bert Winkel, Laren Hansen, Shad Klukes, Brian Russ	Could grouping of MACC Enterprises go into venture capital opportunity?	Bring education about impact investing to MACC membership.
Strategic relationship building with funding community (i.e. County contractors) to influence service delivery models/funding	Women's Advocates-Karen; MACC-Shari, Steve, Shawn; <i>[ineligible name]</i>	Relationship mapping with county/funding communities, Identify the current opportunity to engage with funding/contracts, Clearly identify the strengths and value we bring to HS community, facilitate discussions	Commit to making investments in relationship building for future impact

courageous collaboration in action

TOPIC	DISCUSSED BY...	ACTION STEP(S)	KEY TAKEAWAY
How do we assess whether MACC is succeeding at its mission?	Steve H., Kara S., Peter W., Anne L., Chris O.	Develop a better “collaborative” tool for measuring success	Are we measuring the collective impact or or the building of connections, collective experience, and collaborative solutions? Or both? And how?
Can MACC be a resource for fundraising?	MACC-Dan, Tim; Valley Outreach-Tracy; Neighborhood House-Sarah; LDA MN-Martha, MaryBeth; Emerge-Jill	Survey MACC members questions about interests in fundraising, Provide an opportunity to convene members with philanthropy, Use the imperative report to have conversation with donors	Yes! Macc can be a resource, but what and how needs to be defined.
From “unlikely” to essential partnership - Healthcare and more	Song Xiong, Steve H. Matthew, Shari Alvarez, Ron C., Jolene, Teisha Magee, Holly Calvillo, Pete Czachor, Molly Greenman, Jeff L.	Identifying similar goal b/w MACC original 8 partners, Building a MACC capabilities outline to understand who does what, Seven degrees of Kevin Bacon “Asset Mapping”, Determine self interests of community partners	Identify the critical needs, evaluate existing strengths, and find the tie-in to the mission.
What does it mean to be data informed? Who should be informed?	TFP-Clark, John; Neighbors Inc.-Charles; MACC-Eric B., Matthew, Alicia; PCYC-Maark; Emerge-Jill	Convene project-based, collaborative survey telling a deeper story about work and network	Convene leaders and CEOs about Susan Dreyfus’ report. What data should we collect? What dashboards could help inform CEOs, leaders and community?
What does an equity framework for MACC and members feels like, including operational impact, etc?	Karen Roerig, Mary Serie, Holly Carillo, Trisha Reinwald — We’re White ladies!!!	Find out where members are all at with D&I strategies, Connecting with Charities Review Council on their new toolkit and assessment - it’s affordable, our HR department/ functional leaders work on recruitment and other HR practices	We believe that MACC, as a network, can further develop members’ diversity and inclusion capabilities
Evaluation and data interpretation	Holly, Chris, Allison, Danci	Starting the discussion around shared understanding, shared values and outcomes of programs	What does the data tell us?Are programs meeting their outcomes and able to tell the story of that?

See the full harvests for each of the above topics at <http://bit.ly/2G2Zb2N>

SUMMIT HARVEST POEM BY SOOK JIN ONG & JEN MEIN

Arriving, stepping in to courageous collaboration
preparing for the future which is quickly becoming the present
we are a grove of aspen trees... connected

Stretching, sharing our knowledge and wisdom
intentionally inviting others - weaving and deepening our roots
even as fires and droughts wash by, even as abundance and richness overflow.

Together, we speak what needs to be said, listen to what needs to be heard, capture the
silent intentions carried on the wind, and remain aware and present to the invisible
voices

We disrupt the status quo to boldly co-create change and garner influence with our
communities as we hold the whole, progressing with purpose for the common good

We are part of a larger ecosystem
leaning in to adaptive challenges and finding our creativity
acknowledging we are amidst pollution and smoke and darkened waters
... failure is a part of success

We embrace our identity as community-based organizations
get serious, look at ourselves
together we are different, together we are larger

The world is moving faster that we are
get to the table, bring a partner, and stay there
let's unleash our adaptive solutions that address societal challenges

There is much that keeps me up at night...
4 day cashflows
paper bags
databases and data entry
my burned out tired team
stress
families at my doorsteps
sitting in the swirl of ambiguity
roadblocks
funding
stress

But I am moved, I am ready. Technical solutions are not enough. My community needs
me to be adaptable. Now is the time for me to step up and step in.

I am important. I realize that how I name myself and the language I use matters.
I am not no-profit. I am valuable.
I am your crucial partner.

say it with me - I am your north star.

We are all part of this story. How will that story be told?
Even fishbowls are fireplaces of warmth, with flowing coffee and chocolates at reach,
Friends who come in and out with warm smiles and power to their truths while sharing
stories

Either we show up or back away
giving time, tending to shared services,
Client databases, social enterprises, and the potential of networks.
They push me because I see myself as different, yet courageous to stay in.
I sign up because of some wise people, good people, smooshing hope, dreams, fears.
Is this what I want?
Is this as much the promise as what is?

I, humbled. Connections, leadership, role models, mentors, failures, pains, and i emerge.

So emerging leaders,
Tap, tap, tap into your impact, resources, dollars, mission, unlikely partners,
The conversation's going to shift quickly
Interpret, ask what does this look like, what does it mean to be informed,
And who's not at the table.

In our resounding voices:
let's extend ourselves further in our big network.
let's nurture our future leaders so they are diverse and vibrant.
let's invest and grow our knowledge in future opportunities.
let's value us. If we don't start valuing ourselves, people won't value us.
let's map our relationships like constellations, make opportunities burn bright.
let's find out what's keeping our colleagues from our own table.
let's convene leaders to honest conversations on data and our commonality.
let's ask if we are measuring collective impact, collective solutions, our collectivity.
let's ask if MACC can be a resource -- yes we can, yes we can.
let's be and bring essential partners - stop seeing them as unlikely and start
believing.
let's have a cohesive picture of what data paints to help shape the future, and
shared values.

let's believe as a MACC network we can further develop and collaborate and strengthen
our capacity to support diversity, equity and inclusion.

KEEP ASKING POWERFUL QUESTIONS.

**WE GROW, TOGETHER, IN THE DIRECTION OF THE
QUESTIONS WE ASK.**