



METROPOLITAN ALLIANCE of
CONNECTED COMMUNITIES

Courageously Collaborative

Strategic Framework Overview

MACC STRATEGIC FRAMEWORK

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Framework Overview

This Strategic Framework is intended to describe and establish the long-term strategic priorities and direction for the Metropolitan Alliance of Connected Communities (MACC).

The Framework is made up of the following key elements:

- Vision Statement
- Mission Statement
- Values Statement on Inclusion, Diversity, Equity, and Accessibility (IDEA)

The Framework also describes two key strategic priorities going forward for MACC as it seeks to live into its Vision, Mission, and IDEA values:

- Infuse its **commitment to IDEA** throughout MACC's existing programs and services and strategically develop new programs and services, and;
- Expand its efforts to **advance systems change and advocacy** in order to address the symptoms of systemic racism and how it shows up in the underinvestment of human services nonprofits.

The Framework also describes:

- Process Moving Forward (Further planning and collaboration with Members)
- Our Theory of Change (how MACC will go about pursuing its Vision and Mission)
- Initial Goals and Strategies related to MACC's priorities on IDEA and Systems Change.

Our Process So Far...

Strategic Planning



1: Launch
August 2022

2: Engagement & Data Collection
Sept-Dec 2022

3: Meaning Making & Planning
Jan-June 2023

4: Documentation, Action, & Review
July-Dec 2023

MACC's Vision Statement



Everyone has the right to well-being. We envision a future where individuals and families live in strong, healthy, vibrant, and equitable communities. Where everyone has high quality housing, healthy food, robust healthcare, equitable education, excellent child and elder care, accessible transportation, nearby community centers and neighborhood spaces to gather in and enrich their lives. Where everyone is safe. Where resources are abundant and equitably distributed. Where people are engaged in their communities, feel a sense of belonging, participate in decision-making, are represented in leadership by those who share their values and identities, and are able to freely pursue their aspirations and interests.

We believe human services nonprofits play a vital role in building and fighting for the future we envision. They are of, by, and for their community. They provide vital access to resources such as stable housing, healthy food, and mental and physical healthcare. They offer safe physical spaces for individuals and families to connect with one another and build community. They provide programs and services that support people of all ages in their pursuit of education, employment, and enrichment. They seek change by advocating for the individuals, families, and communities they serve in the pursuit of equity, dignity, and well-being.

MACC's Mission Statement



MACC makes collaboration real. We leverage the collective wisdom and power of our network of human services nonprofits to develop new structures and solutions in order to solve complex problems and build a more equitable society.

MACC's Commitment on Inclusion, Diversity, Equity and Accessibility (IDEA)



MACC believes that human services organizations should be of, by, and for the community. They should be tools to build strength, solidarity, and care for one another.

We also believe that the need for human services is too often a result of systemic racism and other intersecting forms of oppression, and that human service nonprofits have a responsibility to resist those systems of oppression and not uphold them.

MACC believes that everyone has the right to well-being.

MACC commits to trust and center the experiences of community members with lived experience and those working to dismantle oppressive systems.

MACC commits to ongoing learning and progress. Our IDEA journey is continually re-beginning; we will make mistakes, we will not reach perfection, we will hold each other accountable, and we will courageously keep trying.

MACC commits to working in solidarity with Black, Indigenous, Asian, Latine and all other marginalized people to resist systems of oppression in human services and in our connected communities.

MACC commits to allocating tangible resources to make IDEA part of the fulfillment of our mission.

Strategic Priorities

A powerful vision for an equitable society!



In order to live into its new vision, mission, and commitment to IDEA, MACC will advance two key strategic priorities:

1. Infuse its **commitment to IDEA** throughout MACC's existing programs and services and strategically develop new programs and services, and
2. Expand its efforts to **advance systems change and advocacy** in order to address the symptoms of systemic racism and how it shows up in the underinvestment of human services nonprofits.

Our Process Yet to Come...

Rollout of the Framework

Our first steps in 2023 will be focused on engaging our staff in the meaning and implications of the new framework. What does the new vision, mission, and IDEA statement mean to us? What resonates with us, what do we still have questions about, what are the implications for our work as an organization. Rollout involves the *beginning* of planning as an organization- and it will take time and intention as we head toward 2024 and rollout to members.

Annual Planning

This strategic framework is meant to help guide adaptive strategy for adaptive challenges for the network. The framework is not a plan, it's the *beginning* of a process of centering our “why” in our work and incorporating IDEA and systems change into our existing work.

For the short- and medium-term, MACC has identified an initial set of goals and strategies to guide its work and build upon- the strategies and tactics related to IDEA and systems change that came through loud and clear in our process thus far. We'll engage with these as a staff later in 2023. Beyond that, each year MACC will go through an annual planning process to develop organization-wide and team-level goals and strategies to continue advancing its two key strategic priorities of infusing IDEA throughout MACC and expanding its systems change work.

Collaboration with Members

As MACC moves forward from planning to doing, it invites member organizations to engage with it and each other in a conversation about how to put the values of its vision, mission, and commitment to IDEA into action in the spirit of mutual support and accountability.

MACC will...

- Leverage the collective wisdom and power of its network,
- Uplift the expertise and experience of MACC members, especially those led by Black, Indigenous, and other Leaders of Color who exemplify those values,
- Share its own efforts and learning, and
- Support member organizations in their efforts to put the values of inclusion, diversity, equity, and accessibility into practice.