



METROPOLITAN ALLIANCE of
CONNECTED COMMUNITIES

GUIDE TO MACC MEMBERSHIP

Courageously Collaborative

Vision | Mission

Vision: We believe organizations that collaborate with one another **propel their work to greater impact.**

Working together, our member organizations serve individuals, families, and communities more effectively.

Mission: To build the **connections, collective expertise and collaborative solutions** that strengthen member organizations *and* maximize our collective impact for the individuals, families and communities we serve.

Courageously Collaborative

Our Story

It began with a group of nonprofit human services leaders sitting around a table.

Starting to ask courageous questions about the potential of working together.

How could they share resources?

How could they leverage each other's strengths?

How could they reimagine their operational models?

Our Work as a Collaborative

MACC has a nearly 20-year history of bringing together like-minded members who realize that we can accomplish more together than we can individually.

Our network of human service organizations are committed to working together to strengthen the foundational well-being of their communities.

We build relationships, share collective expertise and services, develop collaborative solutions and advocate for those we serve. Through these collaborative programs and services, our work strengthens our individual organizations and maximizes our collective impact.

As systemic and racial inequities persist and create conditions which hold people back from reaching their full potential- our human service organizations are here to uplift the assets and voices of our communities. By working together courageously, MACC works to pursue next generation strategy to strengthen human service organizations and ensure we have the resources we need to meet the needs of community.

With MACC's eye towards the future of a healthy human services ecosystem, we seek to ensure our member organizations are responsive, innovative, and able to help communities meet their full potential.

Together, we're transforming the way we do good.

Our Model

We build the *connections, collective expertise, and collaborative solutions* that strengthen member organizations and maximize our collective impact for the individuals, families and communities we serve.

CONNECTIONS

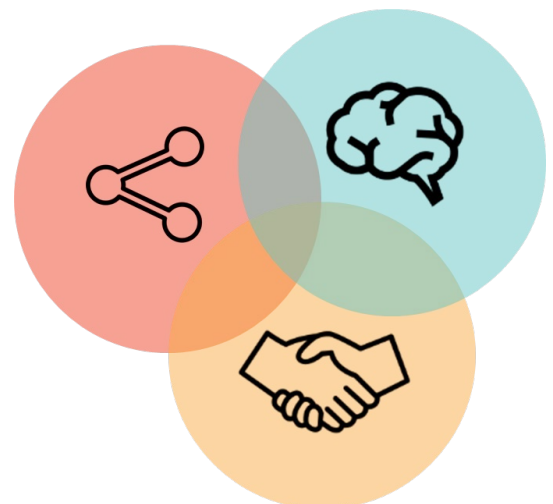
We continually build connections and relationships within our network. Trust makes collaboration possible.

COLLECTIVE EXPERTISE

We combine the knowledge of our shared staff and the shared experiences of our members to build a collective expertise that no one organization could build on their own.

COLLABORATIVE SOLUTIONS

We look for collaborative solution to shared challenges. We know we're better together.



Your Investment as a Member

Your dues are an investment. The MACC network is like an "R&D" department for the social services sector. Our network is a laboratory. We create the space for our members to build collaborative solutions for the challenges we share.

MACC provides capacity for our network to build the innovative, adaptive solutions we need to move our sector forward. We learn, evolve, and take the time to thoughtfully develop and support innovative solutions. Your dues fund:

- collaborative program development and coordination, with recent examples including our COVID crisis response resources, Data Justice initiative, Pay Justice initiative, and Ask MACC technical assistance resources.
- member convening development and coordination such as our annual Member Summit, Zoom In series, and ongoing workshops and trainings provided free or at minimal cost
- ongoing business development, member engagement, and network infrastructure that allows our alliance to continue to invest in innovation and collaboration in our shared services.

Membership Benefits

In addition to the investments you make as a member, there are several tangible benefits of membership in MACC:

1. **Access to Shared Back Office Services:** Membership provides you the opportunity/option to subscribe to MACC's shared back office services- which is operated for members and provided on an a la carte basis.
2. **Access to Shared Employee Benefits:** Membership provides your organization the opportunity/option of participating in MACC's shared ancillary employee benefits plans.
3. **Governance & Ownership:** Membership provides you the ability to serve in a strategy and governance role both in the specific collaborative projects & services which you chose to participate in and/or as a potential member of our Board of Directors.
4. **Access to discounts on Social Current programming:** Membership provides access to discounts on our national partner's programming, research librarians, conferences, and trainings designed for human service leaders. .
5. **Access to Powerful Network Infrastructure:** Inter-organizational coordination, knowledge-sharing, and leadership training opportunities designed to spark connections and ways to work together.. These include monthly gatherings, with over 30 convenings each year dedicated to creating space for innovation and shared learning including MACC's Annual Member Summit.
6. **Access to Network Development Initiatives:** Longitudinal business development, research & development initiatives that unlock potential new strategies for building adaptive organizations. *Examples have included practical, strategic, and technical expertise and support for large-scale healthcare system and government partnerships, influencing regulatory reform, social enterprise capacity building, and antiracism in human service program design and delivery.*

Member Responsibilities

Member organizations of MACC make the following commitments:

1. **Centering our Values:** Our members share a common set of values that shape our work together, we ask that members demonstrate those values in interactions, commitments, & participation in the network. We share a common belief in mutual strength by sharing our network resources and cooperatively living into these values:

COLLABORATION - *Know we're better together.*

Members know that we're stronger when we work together than when we go it alone.

RELATIONSHIP-DRIVEN - *Continually build connections to achieve more.*

Members value the relationships they build through their work together as a network.

COURAGE - *Push past what's comfortable for greater impact.*

Members challenge the status quo. We're working together to transform the way do good.

EQUITY - *Create access to opportunity for everyone.*

Members are committed to creating equity and wellbeing for vulnerable communities. Equity is foundational to all the work we do together.

EXCELLENCE - *Strive for continual learning & growth*

Members are committed to working together to find learn, grow, and evolve as we develop collaborative solutions to our shared challenges

2. **Service Cohorts:** Members who subscribe to shared Back Office Services are expected to participate in shared services' convenings/cohorts related to those services, as they are requested.
3. **Network Engagement:** Members are expected to attend, at minimum, MACC's annual Member Summit and our Annual Meeting of the MACC membership.
4. **Organizational Governance:** Members are expected to vote in our annual board elections as well as participate in organizational governance on occasion where a vote of all members is required.
5. **Annual Dues:** Members must contribute annually to this corporation (via annual "Dues") in an amount so established by the Board of Directors

Your Responsibilities:

Share your expertise.

Learn from the expertise of others.

Work together to find solutions to
our shared challenges.

Show up.



Our Members

We believe in the power and potential of our members to work together in new ways to maximize their effectiveness and deepen their impact in the community. Our membership consists of close to 50 organizations covering a diverse array of missions and programs.

Our member organizations serve over 380,000 people annually at than 100 locations in the Twin Cities metro area, with combined operating budgets of over \$350M per year, and employing more than 3,800 people.

- 360 Communities
- African American Leadership Forum
- Alexandra House
- Annex Teen Clinic
- Asian Women United of MN
- Avenues for Youth
- Banyan Community
- Better Futures Minnesota
- CAPI USA
- Change Inc.
- Community Action Center of Northfield
- DARTS
- East Side Neighborhood Services
- Emerge Community Development
- FamilyWise Services
- Family Enhancement Center
- Hallie Q Brown Community Center
- Hennepin County HHS
- Hope4Youth
- House of Charity
- Ignite Afterschool
- Interfaith Outreach & Community Partners
- Keystone Community Services
- LDA Minnesota
- Merrick Community Services
- Minnesota Coalition Against Sexual Assault
- Neighborhood House
- Neighbors Inc.
- Northside Economic Opportunity Network
- Northwest Indian CDC
- Phyllis Wheatley Community Center
- Pillsbury United Communities
- Plymouth Christian Youth Center
- PRISM
- Sabathani Community Center
- Second Harvest Heartland
- Simpson Housing Services
- St. Paul Violence Intervention Project
- Southern Valley Alliance
- Southside Family Nurturing Center
- St. Stephen's Human Services
- Stepping Stone Emergency Housing
- Survivor Resources
- The Family Partnership
- The Link
- Tubman
- Ujaama Place
- Valley Outreach
- VEAP
- Women of Nations
- Women's Advocates

What Our Members Say

"Annex Teen Clinic was quite small based on total operations budget when we started working with MACC in 2008. This partnership has allowed us to take on new contracts and expand our services and programs. With increased focus on accountability in both the public and private sector MACC services, allows us to manage our financial resources in a way that assures our supporters we are a good investment. Audits of public contracts would have been extremely difficult to manage without the assistance of staff and that certainly offers peace of mind for me and our board of directors that those administrative services high quality, thorough and that we are in compliance with all related rules and regulations. My time has been freed up to pursue initiatives and opportunities for continued growth."

Brian Russ, Executive Director, Annex Teen Clinic

"With MACC's finance services, I don't have to worry about these management functions. Naturally I have personnel matters at the organization level, but not having to worry about going to the bank, running payroll, and all the other required activities often included in managing the finances of a small organization are off my plate. I can focus on AWUM's mission and staff development."

Claudia Waring, Executive Director, Asian Women United of Minnesota

"MACC offers us a diverse perspective and working with multiple stakeholders strengthens our own capacity. They are a part of our accomplishments and we are not just getting services, but learning each day with their expert skilled staff. They have the best finance team who keeps us on track, and above all, makes sure we are following best practices and processes that keep our standards high. Other small nonprofits can benefit from their expertise and be successful like we have."

Ekta Prakash, Executive Director, CAPI

"MACC's accounting and financial services are professional and supported with timely communications. They've helped us strengthen our financial procedures resulting in a high level of confidence in reporting results to our board, funders and other stakeholders in a professional manner. For us, working with our MACC contacts to develop custom reports that fit our individual reporting needs has been one of the greatest benefits to our operations. The finance staff members are all-stars and they feel good about the work our organization is doing in the community. That alignment in our value systems brings positive impact to the partnership."

For me, as an Executive Director, our human resources needs would keep me up at night. MACC's Human Resources has given us access to blue ribbon practices and staff with a high level of knowledge and expertise. Our primary contact, Sky, supported us in a review of our benefits package resulting in a better value for the organization and our employees.

They have also provided great counsel in managing staff transitions, refining position descriptions and developing competitive salary packages. This provides peace of mind, not only for me, but for all our employees and stakeholders."

Greg Voss, Executive Director, Little Brothers Friends of the Elderly

MACC Dues Structure

Dues are billed on an annual basis for all MACC members.

The method of calculating dues is a simple calculation based structure assessed based on your annual operating expense. This simple structure is designed to be clear and equitable across all members in the MACC network.

1. Annual dues are calculated as $1/7^{\text{th}}$ of 1% of Total Expense*, for all members
2. In-Kind Expense (if any) is subtracted entirely from Total Expense, for this calculation
3. Minimum Dues of \$500, maximum of \$11,500

Dues are invoiced annually, generally in January. Members joining MACC mid-year are billed for dues on a partial year, pro-rated basis around time of executing Membership Agreement.

* Total Expense is derived from one of the following sources (in order of preference, as available):

1. Income/Expense Statement produced by MACC (if member subscribes to Financial Services), or
2. IRS Form 990, specifically the value reported on from Part I, Line 18 of IRS Form 990 ("Total Expenses"), or
3. Annual audit report, specifically the value reported as "Total Expense" in Statement of Functional Expenses.

For organizations with affiliated entities such as subsidiaries or fiscally-sponsored separate organizations, the amount used for Dues calculation is "Total Agency" expense. i.e., amounts from affiliated entities are included.

Collaborative Administrative Services Available

Our collaborative administrative services are available to MACC members on an a la carte basis. The administrative services are offered to members based on a three year commitment. Each service has a slightly different pricing structure, with all priced roughly at the cost to provide the services.

All agreements are designed to be simple and financially sustainable for our member organizations. For more information about the pricing of administrative services, please inquire with MACC Member Services. We'll work to understand your needs and provide you with an outline of the costs for your budget size and share an example contract with you

Overview of Shared Back Office Services a la carte Offerings

Behavioral Health Billing

MACC's behavioral health billing combines our expert staff with high quality software designed by Procentive. Our team brings extensive experience in nonprofit behavioral health practice management and can turn clinical hours into revenue for your organization.

Client Data

Our client data team offers industry-leading ClientTrack software along with comprehensive implementation and support services. Our team has expertise in nonprofit data systems, program evaluation, and management-all of which ensure our members' success.

Finance

MACC delivers the skill, support, and protection of a large, fully-staffed finance team-something most nonprofits are unable to attain on their own. Together, we share the expertise and comprehensive controls that lower operating risk and allow our members' programs and missions to thrive.

Human Resources

MACC provides the support and expertise of a full human resources team. With a team of experienced human resources staff, we are able to enhance talent development, manage compliance and risk, and meet human resources challenges head on.

Information Technology

MACC's information technology offers members a bargain in managed technology for nonprofits. We work collaboratively with our technology provider to keep your IT running and lower your total cost of technology ownership.

Program Evaluation

MACC's program evaluation team offers members project-based engagements with a practical approach- giving you "news you can use" to make decisions about your data collection and program design.

Benefits of a Shared Administrative Service Model

MACC's administrative services are built around a few core principles that help protect our members.

MACC's Service Model

Scalable Solutions

- Common Platforms
- Cooperative Pricing
- Economies of Scale
- Standardization with Adaptability

A Deep Bench

- Access to Functional Expertise You Need
- Team-Based Approach
- Lowered Operating Risk

Values-Driven

- Straightforward Pricing
- Priced at Cost
- Designed with Sustainability in Mind

Scalable Solutions for Community Based Organizations

Scalable, Common Platform

- Our members have pooled resources to gain access to the administrative expertise they need- we share common staff and resources.
- Our service delivery depends on a common set of processes, procedures and systems- all things that protect quality, consistency, and the scalability of our services.

Cooperative Pricing and Economies of Scale

- As a shared service- we have ability to negotiate and leverage our purchasing power to attain cost savings on our software and vendor relationships

A Deep Bench with Expertise You Couldn't Access on Your Own

The Expertise You Need:

- Our team approach ensures you have the proper expertise at the table- resources none of our members could afford on their own. You should consider us part of your staff, a part of your team- a way to extend your leadership and expertise

Freeing Up Your Time:

- These services are designed to free up the capacity of your management team to focus on your mission, not the administrative headaches that come your way.

Reducing Your Risk:

- These services are designed to reduce compliance-related operating risks- having the right expertise at the table protects your organization.
- Our team approach provides you with back-up and cross-training that protects your core administrative functions.

Simplicity, Reliability and Sustainability that Benefits Our Members

Services are Priced at Cost

- We price our services at cost- as a nonprofit ourselves we're not here to sell or drive excess revenue. However, it is important to understand that while our services are priced at cost, this doesn't necessarily always translate into cost-savings. We work to ensure we have the technology, talent and expertise to provide the high quality service our members need. For most small to mid-sized organizations - typically they have starved their administrative functions- these services often represent a new financial investment.

Simple Pricing- with No Surprises

- Our contracts and pricing are the same for everyone and generally, are based on a percentage of your budget (in the case of Finance or HR) or on a flat rate, per user model (in the case of IT or Client Data). Our pricing flexes and adjusts up or down based on your size. With our simple model, there are no surprises in our pricing.
- Our pricing is not based on tasks, time tracking, amount of work, or complexity- but is built around a simple commitment to deliver the services you need, when you need them- in a simple, financially sustainable model for members.

For instance, when members go through major projects like audits, handbook rewrites, system upgrades, or major hiring booms- these bursts of work that are core administrative function are included in your service- not billed hourly as extra project work you may not have budgeted for.