Meeting Subject:	**LAC Townhall**		
Meeting Agenda:	• Introductions and Framing • Status Update • Path Forward and Closeout		
Date:	Tuesday, July 12th, 2022	**Time:**	1:00-2:00 PM ET
Meeting Purpose:	To provide a review of the LEAP Futures Initiative (LFI) and the process, as well as provide a status update on Phases 1, 2, and 3 of the project.		
Meeting Facilitator(s):	Dana O'Donovan (MIbD), Rhonda Evans (MIbD)		

Introductions and Framing
- The Monitor Institute by Deloitte (MIbD) team walked the group through introductions of the team and the agenda for the Townhall. The meeting covered a status update on the LFI process and discussion on the path forward.
- MIbD reviewed the purpose of the LFI, guardrails for the process, and an overview of the timeline. We are in Phase 3: planning and operationalizing a Minimum Viable Plan (MVP). MIbD also reviewed an illustrative future roadmap to highlight that MVP implementation will occur after the Fall of 2022. Possible key steps include developing and acting on the transition plan, as well as reviewing the LAC's mission and key equity considerations.

Status Update
- MIbD then discussed activities related to the Steering Committee (SteerCo) during Phase 1 of the project, a large component of which was setting up and kicking off the SteerCo. The objectives of this Committee are to design the process to engage the LAC, develop the MVP and governance options, and refine/recommend the option for the community to vote on. We also discussed the updated composition of the SteerCo, which now includes 19 members. An LAC member noted that it is a great group and congratulated everyone on building such a diverse team.
- MIbD reviewed what the SteerCo was up to during Phase 2 as well; during this phase, the group set the research agenda to guide potential MVP options, conducted a current state analysis, and began stakeholder interviews and desk research.
- An LAC member asked whether we had found organizations going through similar transitions. MIbD noted that there are some examples of funders deciding to exit the space, and there is also a strong body of literature around helping foundations transition. MIbD asked if anyone had experience with Funders for Real Cost, and noted that we are also looking for input from community members who have experienced similar transitions.
- An LAC member noted that the very nature of this community is inherently different from a lot of organizations that have infrastructure attached, provide certain services, or have multiple funding streams. This is the challenge in terms of seeking analogous organizations – they suggested "tiering" these elements to determine the most important combination of different features from analogous organizations. MIbD noted that we are beginning to engage in this exercise, as we consider the different activity sets and consider comparable examples and governance mechanisms.
- MIbD then reviewed where we are now during Phase 3, and where we're headed, as we explore the funding, governance, and activity options to refine the inputs for MVP development.

Next Steps
- The team asked for input around 1) what community members have seen work well with other transitions; 2) relevant examples of equitable membership models; 3) relevant examples of membership organizations supplemented with grant funding; 4) relevant examples of learning communities.
- One community member highlighted REDF, which was originally founded as part of the Roberts Foundation, a family philanthropy. The donor decided to spin REDF out as an independent nonprofit, which was very challenging and represented a dynamic similar to this one. It was hard to try to reinvent itself as an earned philanthropic investment organization, but the leader was able to keep it running, and the original donor stayed significantly involved. Convincing the original donor to stay was critical, as he was then able to support fundraising efforts.
- Another community member gave two additional examples: 1) Nonprofit Workforce Coalition and 2) Nonprofit Academic Centers Council. Funding was a challenge for the Nonprofit Workforce Coalition, as coalition members were all representing nonprofits and fundraising for their own organizations. The coalition couldn't sustain itself on membership alone and eventually disbanded. The Nonprofit Academic Centers Council couldn't sustain itself on individual contributions/endowments, though still survives through grant funding and membership, which has been challenging.
- Propel Next was brought up as an example of an organization transitioning with a significant amount of money, and still was challenging to find a new "home".
- A community member brought up two additional examples. ARNOVA is an older organization that morphed into a more vibrant, member-based organization through volunteer efforts. The organization had start-up money to begin seeking grant funding, after volunteers committed their own capital. They put up a leadership coalition, which was ultimately successful, that started fundraising and began several committees to tackle next steps. This community member highlighted the importance of fundraising. The second example, Charitable Statistics, began in the 1980s, and could not get funded initially. They ultimately joined the Urban Institute, raised funder attention, and were supported by significant grants that members had to match. Fundraising was key in this situation as well, even with an organization with a significant member base.
- Another member noted that the right leader with vision and energy is critical through a transition such as this one. He pointed out that all of these examples represent a leader looking for a home, not necessarily just a membership organization by itself. One idea that this member encouraged is affiliation groups that foundations often employ to solve specific problems.
- Other members agreed on the importance of strong leadership. For the ARNOVA example, there was a president who agreed to go "all in" to generate funding, build the team, and organize the membership organization. The volunteer commitment was also important at the beginning, and then the organization was able to hire staff.
- Listen4Good was also mentioned as a possible case study for transition. In this instance, there was a clear business case for consultation and technical assistance to develop skills to listen to beneficiaries. This member wondered whether LEAP would ever get involved in these types of activities around high-performance.
- Three more example organizations were raised, including the learning communities of the American Evaluation Association (it was noted that running this is a bit of a lift), Greater Boston Evaluation Network (a membership organization with a sliding scale, modest fees, and volunteer contributions), and APPAM model (different members pay different amounts).

- With the Boston Evaluation Network, there is the option for people to join at different stages of their careers. The organization has also explored having members' home institutions provide memberships.
- MIbD thanked the group for their time and insights, and welcomed community members to reach out to Rhonda Evans with further thoughts, at revans@deloitte.com.