

Jewish Federation of Greater St. Paul Community Planning Process

**Priority 5: Enhance Cooperation Between St. Paul and
Minneapolis Jewish Communities**



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INTRODUCTION

In the spring of 2012, the Jewish Federation of Greater St. Paul began to facilitate listening sessions to learn more about what the St. Paul Jewish community was thinking, and what people wanted to share. This process engaged over 350 people and multiple demographics of the community. Community volunteers acted as moderators and note-takers for the listening sessions, asked a set of 12 questions at the meetings, and had participants fill out an exit survey at the conclusion of the listening session. This process led to the development of a guiding principle and five priorities:

Guiding Principle

To engage all St. Paul Jewish agencies, institutions and synagogues to build a vibrant, cohesive and inclusive Jewish community in Greater St. Paul. To be successful, lay and professional leaders will intentionally work together in ever-increasing collaboration and with common purpose.

The Five Priorities

- Priority 1. Build the foundation of community: Warm, welcoming connections
- Priority 2. Engage the next generation: Reach out – *l'dor vador*
- Priority 3. Inspire giving: Create the commitment to sustain a vibrant and caring Jewish St. Paul
- Priority 4. Strengthen Jewish education: Find and implement effective models for today's world
- Priority 5. Enhance cooperation between St. Paul and Minneapolis Jewish communities

Following the development of these priorities, research and recommendation panels were convened to conduct a structured approach to identify the current state of affairs, learn from others locally and nationally who have engaged in similar work, and identify realistic goals for the greater St. Paul Jewish community with recommendations for a path forward.

This is the report of phase one of the panel which was convened to address Priority 5: Enhance cooperation between the St. Paul and the Minneapolis Jewish communities.

The goal of this phase of Panel 5's work has been to research the current situation without making specific conclusions. Based on the findings of this report, the Panel will now enter "phase two," during which it will focus on developing specific recommendations.

Priority 5

Enhance Cooperation Between the St. Paul and Minneapolis Jewish Communities

Guiding Principles

The charge of Panel 5 is to research and develop recommendations that will enhance cooperation between the St. Paul and Minneapolis Jewish communities. The scope of the Panel is about improving collaboration and cooperation between the communities, not only between the Federations.

The principal purposes of enhancing cooperation are threefold, in no particular order:

- a) Enhancing the “community” aspect of Jewish life in the Twin Cities.
- b) Enhancing the quality of community programming.
- c) Achieving greater economic efficiency.

The work of the panel is guided by the following principles:

- a) **Positive tone.** The goal of the Panel is to face issues head-on and come up with solutions which will inspire the community toward greater collaboration and cooperation. The focus of the work should be positive and outcome-based.
- b) **Honesty.** The Panel seeks to elicit honest assessments of both the benefits and challenges of cooperative community endeavors, both what has worked and what has not worked.
- c) **Changing the narrative.** The Panel hopes to change what for some has been a negative narrative which dwells too often on perceived differences and past grievances. The panel wants to shine a light on the many collaborative communal activities that are working well, as well as offer solutions for how the communities can work better together in the future.
- d) **Mutual Respect.** Success will require building greater trust between the communities and a growing respect for the essential integrity and worth of each community. The panel recognizes that change is likely to be incremental not sudden and radical. The Panel hopes to see ambitious efforts to move the communities forward toward an achievable vision of greater cooperation, a vision which will be shared and measured, and corrected where it falls short and celebrated where it succeeds.

Formation and Composition of the Panel

The Panel is chaired by Jon Parritz, who also serves on the Steering Committee of the St. Paul Community Planning Process.

Since the objective of this panel is to enhance cooperation between St. Paul and Minneapolis Jewish communities, it was obviously of great importance to have meaningful input from both communities. Jon reached out to the Presidents of each Federation and asked each President to name to the panel two individuals who were active members of each of their respective communities and who were highly respected and had extensive involvement in a variety of Jewish community events over a long period of time.

Jewish Federation of Greater St. Paul President Susan Minsberg appointed Holly Brod Farber and Mark Adelman to the Panel from St. Paul. Minneapolis Jewish Federation President Linda Ketover appointed Kris MacDonald and Todd Lifson from Minneapolis. All Panel members have many years of volunteer and leadership experience in the community with a number of different agencies.

The Panel is supported by David Milavetz and Nora Murphy, consultants retained by the Jewish Federation of Greater St. Paul to support the community planning process.

Community Connections

As noted above, the importance of collaboration was identified as one of five top communal priorities as part of St. Paul's Community Planning Process. In Minneapolis, the desire to find new ways of collaborating with St. Paul emerged from a valuable "grass roots" initiative spearheaded by Steve Lear, a long-time active community member from Minneapolis, together with Yoav Segal from St. Paul.

In addition, the Harry Kay Foundation, whose mission is to enhance Jewish life in the Twin Cities, expressed an interest in the project and support for the goal of enhancing collaboration and cooperation between the two communities.

Panel Meeting Dates and Locations

The first meeting of the Panel took place on October 20, 2014 at the St. Paul JCC. Subsequent meetings were held at various locations in both Minneapolis and St. Paul. Several meetings took place at the Minneapolis office of the Lurie Besikof accounting firm, of which Todd Lifson is a partner, and the Jewish Community Relations Council of Minnesota and the Dakotas. The Panel wishes to thank the St. Paul JCC, the St. Paul Jewish Federation, the Lurie Besikof firm and the JCRC for hosting these meetings.

In all, the Panel has met 8 times: on October 20, 2014, November 16, 2014, December 15, 2014, January 13, 2015, February 19, 2015, March 25, 2015, April 20, 2015, and May 12.

Jon also reported on the activities of the Panel to the boards of the Minneapolis Federation and the JCRC, both on May 19th, and periodically reported to the boards of the St. Paul Federation and the Harry Kay Foundation (both boards of which he is a member).

Community Interviews

In addition to drawing upon its own extensive knowledge of and experience with cross-river collaborative efforts, the Panel decided to gather information by conducting in-depth interviews of a cross-section of Jewish communal professionals from across the Twin Cities who have been directly involved in delivering collaborative programs to the community. In all, the Panel has interviewed 22 agency professionals and met with the Minnesota Rabbinical Association.

Each interview was guided by a script. *See Appendix A.* The purpose was to elicit in depth opinions and perspectives from the interview subjects, including detailed observations based upon the success or failures of specific events.

Each interview was summarized in writing and the summary was shared with the interview subject for input and approval.

The Panel conducted interviews of the following agencies and professionals.

Jewish Community Relations Council of Minnesota and the Dakotas

Steve Hunegs, Executive Director. Interviewers: Jon Parritz, Kris MacDonald.

Jewish Community Action

Vic Rosenthal, Executive Director. Interviewer: David Milavetz.

St. Paul JCC

1. Michael Waldman, current CEO. Interviewer: Holly Brod Farber.
2. Penny Schumacher, Chief Advancement Officer: Holly Brod Farber
3. Burt Garr, former CEO. Interviewer: Mark Adelman.

Sabes Jewish Community Center

Joshua Wert, Executive Director. Interviewer: Mark Adelman.

Sholom

Ben Laub, Former Executive Director. Interviewer: Jon Parritz.

Minnesota Hillel

Benjie Kaplan, Executive Director. Interviewer: Holly Brod Farber.

Jewish Federation of Greater St. Paul

1. Eli Skora, Executive Director. Interviewers: All Panel members.
2. Dan Mogelson, Young Leadership and Israel Programs Director. Interviewer: Holly Brod Farber.
3. Dan Lepow, Campaign Director. Interviewer: Holly Brod Farber.
4. Sharon Pesses, Women's Philanthropy Director. Interviewer: Holly Brod Farber.

Minneapolis Jewish Federation

1. Gil Mann, Interim CEO. Interviewers: all Panel members.
2. Steve Silberfarb, former Executive Director (and former JCRC Executive Director.) Interviewers: Jon Parritz and Kris MacDonald.
3. Debbie Stillman, Director of Community Partnerships and Engagement. Interviewers: Kris MacDonald, David Milavetz.
4. Evan Stern, Development Associate. Interviewers: Kris MacDonald, David Milavetz.

Jewish Family Service of St. Paul (JFS)

1. Ted Flaum, Executive Director. Interviewer: Holly Brod Farber
2. Mitch Wittenberg, Supervising Counselor. Interviewer: Holly Brod Farber
3. Chris Rosenthal, Director of Senior Services. Interviewer: Holly Brod Farber
4. Tim Gotmann, Assistant Director. Interviewer: Holly Brod Farber.

Jewish Family and Children Service of Minneapolis (JFCS)

1. Judy Halper, Executive Director. Interviewers: Todd Lifson and David Milavetz.
2. Jerry Waldman, former Executive Director. Interviewers: Mark Adelman and Todd Lifson.

Minnesota Rabbinical Association (MRA)

The Panel interviewed the MRA as a group at a scheduled meeting of the MRA, which was attended by many rabbis from across the Twin Cities and from all denominations.

In addition, retired Rabbi Barry Cytron was interviewed by Mark Adelman and Todd Lifson.

Process for Creating this Report

At its meeting on May 12, 2015, each Panel member shared with the group his or her view of the essential lessons learned from the interviews. Prior to this meeting, each Panel member studied a book containing all of the interviews, including those interviews which the panel member did not personally attend. Following the meeting, a memo summarizing the key observations from this meeting was prepared, and is attached at Appendix B.

In addition, David Milavetz was asked to study the interview summaries and to identify repeating trends and themes. David's analysis of the interviews is attached at Appendix C.

This report is a synthesis of the key observations memo, the repeating trends analysis, and other input from panel members and consultants.

Key Findings

The Panel agrees that the following represent its Key Findings from Phase One of its work:

Areas of Cooperation/Non-Cooperation

During the course of the wide-ranging interviews, it became evident that there were many programs which are ongoing and which involve varying degrees of collaboration. We found a lot of "successes" that aren't widely known. Many agencies aren't getting credit in the community for what they are doing, just criticism for what they aren't doing. A complete catalogue of these programs is beyond the scope of this project. Nevertheless, we did want to highlight certain prominent programs which appear to be marked either by a high degree of success, or by persistent difficulty.

Many agencies/organizations are cooperative by definition and design—that is, their mission extends explicitly to both communities and they are structured accordingly. These agencies include, for example, the JCRC, Hillel, Sholom, Minnesota Jewish Theatre, the Harry Kay Foundation, JCA, AIPAC, and the Minnesota Jewish Historical Society. These groups are generally perceived to perform well in the area of collaboration.

- **Other organizations, such as NCJW and Hadassah, have separate dues, boards and agendas and operate independently in each community.** Even so, the two branches collaborate frequently across the river with varying degrees of success.
- **The JCRC in particular serves as a sort of linchpin of community collaboration,** particularly in areas involving governmental affairs, interfaith dialogue, Holocaust education and survivor outreach, Israel advocacy and public education, and security coordination.

- **Among agencies which are localized in nature, many appear to be currently making great efforts to work more collaboratively in a number of areas.** For example, the two JCC's cooperate in producing a range of film, book and humor festivals, and specific sporting events, such as the Maccabi games, and in acting as lead agencies in organizing annual Israel Independence Day celebrations. The growth in collaboration and cooperation between the JCC's is exciting and we support it enthusiastically. Similarly, JFS and JFCS are working collaboratively in delivering career and employment counseling, in supporting the Jewish Domestic Abuse Collaborative (JDAC) and the Mental Health Education Project. While these collaborative JFS/JFCS programs are doing great work, and it makes sense to do them across the river, some in St. Paul expressed a desire for greater partnership.
- **Synagogues are increasingly engaging in cross-river programming,** (e.g., Kosher Fest, Cirque de Purim.) Some synagogue youth programs and events are increasingly open to all Twin City teens. This is a very positive development.
- **But, one area in which there is very little cross-community collaboration is formal youth education.** Each community operates its own Talmud Torah and community day school, and many synagogues operate their own religious schools. While more localization is natural and to be expected in this area, this also appears to be an area which would benefit from greater collaboration, particularly at the high-school level.
- **Many Federation activities are conducted on a collaborative basis, with varying degrees of success.** For example, Cardozo Society, an affinity group for Jewish lawyers, is operated collaboratively by the two Federations and is widely seen as highly effective and successful. On the other hand, Maimonides Society, which is an affinity group for Jewish medical professionals, is currently not entirely collaborative. It is unclear whether this is by intention, or whether the program is suffering from some correctible dysfunctionality.
- **Each Federation has a partnership relationship with a different Israeli community.** While having different partnership communities is not necessarily a problem, the communities could collaborate more in their programming—by, for example, opening some events to the other community, conducting joint missions, etc.

- **Each community brings interesting speakers or other personalities from outside the area from time to time.** There could be greater effort to share these speakers, including sharing of costs.
- **Lion of Judah is an affinity group for Jewish women run by both Federations.** While successful and popular, many in St. Paul wish that more of its programs would take place in St. Paul.
- **Bi-City agencies succeed in large part *because* their reach is bi-city in nature.** The JCRC in particular succeeds well as a collaborative agency by making sure that board meetings rotate between the two communities, and important events are held in locations convenient to both communities. Sholom similarly works hard to operate in a manner which makes it convenient for members of each community to participate.
- **Unfortunately, despite their critical importance to both communities, bi-city agencies are currently supported by both Federations in an inconsistent and largely non-collaborative fashion.** Each Federation currently contributes varying degrees of financial support for these agencies which serve Jews from across the Twin Cities (and beyond). The two Federations no longer follow any sort of “formula” for sharing the burden of support of these agencies. The St. Paul Federation has long included the Minnesota Jewish Theatre among its regular beneficiary agencies, while the Minneapolis Federation has not (although it did recently make a grant of \$7500.) Rimon (the Minnesota Jewish Arts Council) also serves the entire community, but is operated as a division of the Minneapolis Federation (though the St. Paul Federation does help promote events.) Other agencies, such as JCRC and Hillel, get regular support from both Federations as beneficiary agencies, but with no coordination or relationship to the relative size of the Federation. Professionals from these agencies expressed frustration at the lack of coordination and the resulting increased effort required for funding and documentation.
- **In sum, Federation collaboration regarding the bi-city agencies is an area of considerable opportunity for improvement.**
- **Duplication in Young Leadership Programs?** Each Federation, and many other agencies and Synagogues, have their own “Young Leadership” programs. Many have observed what appears to be a high degree of “over-programming” to this group. It

is good and desirable for all Jewish organizations to pro-actively reach out to the younger generations. But it also appears that these groups would benefit from increased cooperation and collaboration.

- **Collaboration appears to be working well in the camping sphere.** Overnight summer camps are a place where all Twin City Jewish kids meet and which the communities support jointly through both individual donations and federation and other institutional scholarship support—e.g., Herzl, Ramah, OSRUI, and others.
- **TC Jewfolk is a new bright spot on the Twin Cities Jewish cultural landscape.** It is an independent online media organization which explicitly seeks to cater to the entire community. It can be a real engine for collaboration, particularly in the area of publicity and outreach.

Conclusions

The Panel agrees that the following represent its Conclusions from Phase One of its work:

- The St. Paul and Minneapolis Jewish communities are currently involved in a wide range of collaborative efforts, many of which are extremely successful. More needs to be done to publicize and celebrate these successes. Doing so will promote and encourage further collaboration, and enhance our sense of being one community.
- Successful collaboration requires agreement and trust in a lead agency with clearly defined roles for participating agencies.
- Collaboration needs to be a strategic objective adopted by community agencies, including each of the two Federations, and made part of ongoing accountability and performance reviews.
- Attention must be paid to developing future leaders in the Federations and agencies who are skilled at and committed to both preserving communal culture and fostering creative and open collaboration.
- Geography is, and will remain, an issue, and will require conscious efforts to balance competing community interests in having events at convenient locations.
- Inter-Federation collaboration is extensive but is hampered by lack of clear guidelines and procedures, particularly for sharing registration information.

- Oversight and funding of bi-city agencies is hampered by lack of coordination and cooperation between Federations.
- Collaboration generally is hampered by obsolete and counterproductive attitudes about the “other” community: this needs to be addressed head-on and diffused at every opportunity.
- We should strive to develop a cohesive sense of a single “Minnesota Jewish community.” This can occur without interfering with either community’s autonomous organization or unique “sense of self.”
- Collaboration can and should take different forms: No one model is appropriate for all circumstances.
- Collaboration does not mean elimination of separate communal organizations. Having separate organizations operating in each community helps outreach efforts and serves to broaden communal involvement and fundraising. While the benefits of collaboration and cooperation can be achieved without eliminating existing organizations, community organizations can, and should, look for opportunities to avoid unnecessarily duplicating functions and services, and to achieve operating efficiency by combining programs where appropriate.
- Key opportunities for achieving efficiency goals through collaboration include joint contracting for vendor services, such as property maintenance, security, information technology, accounting, and marketing.
- There is wide community buy-in and interest in enhancing collaboration and cooperation. Not every area is a fruitful one for collaboration. For example, certain activities are likely to remain localized in nature, such as early childhood and elementary education.
- While it is true that the cultures of the St. Paul and Minneapolis Jewish communities differ in certain important respects, differences can be overstated and become a barrier to collaboration. Positive distinctive differences between the communities should be celebrated, not used as an excuse for avoiding collaboration.
- It is important to develop concrete communal structures for the purpose of fostering collaboration. Improving collaboration requires intentionality.

Going Forward

Specific Suggestions for Future Consideration

As noted above, the panels are charged with conducting Research and making Recommendations. The goal of this phase of Panel 5's work has been to perform the "Research" part of this charge, by gathering data and analyzing the current situation. The Panel will now enter "phase two," during which it will focus on developing specific Recommendations based on its Research.

The following represent the Panel's initial thoughts about some possible future steps which emerged during phase one and which will be considered in phase two of its efforts. The panel will also consider additional ideas or suggestions which emerge from phase two:

- The community should consider establishing a joint committee of the two Federations which will be charged by each Federation with the authority and responsibility to make recommendations for funding of bi-city agencies and to otherwise promote collaboration within and among the communities.
- The community should consider establishing periodic meetings of agency professionals and rabbis from across the Twin Cities, convened by the two Federations, for the purpose of discussing ongoing collaboration and new ideas for collaborative ventures. Such meetings currently occur with varying regularity within each community. These intra-city meetings should continue, but bi-city meetings should be added.
- Each Jewish agency should designate a liaison for collaboration.
- The two Federations should convene a task force to study the feasibility of consolidating "back office" functions, such as information technology, as well as spearheading investigation of wider communal collaborative efforts for such functions as facilities management, security, etc. This task force should be staffed by Federation professionals accountable to each Federation Executive Director and President.

APPENDIX A

St. Paul-Minneapolis Jewish Community Cooperation Panel

Interview Outline

Thank you for taking the time to talk with me/us today. I'm/we're on a committee of members of both the St. Paul and Minneapolis Jewish communities to examine the history and current state of cooperation between our communities. This panel is an outgrowth of efforts in both communities to enhance cooperation between our communities. We plan to compile this information and hope this data will lead to specific recommendations.

When thinking about what to share with us, please know that we plan to share your feedback with other panel members and with other community leaders.

We have six questions and estimate that the conversation will take about thirty minutes.

1. What is currently happening in your organization in regards to cooperation between the St. Paul and Minneapolis Jewish communities?
2. What about these partnerships has gone well? Please be as specific as possible.
3. If these efforts haven't been as successful as you had hoped, why not? Again, please be specific.
4. For each partnership, please assign a rating on a scale of 1-10, with 1 meaning that the partnership was/is weak, has not gone well, not much has been achieved, etc., and 10 meaning that the partnership has been strong and very successful, and the goals of the partnership were achieved in a smooth cooperative fashion.
5. Are there areas in which you believe there is currently no cooperation between the two communities but in which you believe there should be? Why?
6. Are there other people we should talk to or history we should be aware of in reference to cooperation between the St. Paul and Minneapolis Jewish communities?

Thank you again for your time and for sharing your experience. Please feel free to send me/us an email should you think of anything else you would like to share.

APPENDIX B

Panel 5a Initial Analysis of Interviews Interviews (N=17 total interviews) 5.10.15

The following sections outline themes that were heard during the interview process. The frequencies represent how many of the 17 interviews contain a specific theme or topic (rather than how many times that theme came up in total). The percentages are out of a total N of 17 interviews rather than by respondents to the question.

What Are Examples of Current Collaborative Programs?

*16 of the interviews contained a response relevant to this question.

- JCC's - 6 (35%)
- Israel Programming - 5 (29%)
- Lion of Judah - 5 (29%)
- JCRC Partnerships - 4 (24%)
- JFS/JFCS Partnerships - 4 (24%)
- Cardozo - 3 (18%)
- Maccabi Games - 3 (18%)
- Cirque de Purim - 2 (12%)
- Harry Kay - 2 (12%)
- Mental Health Conference - 2 (12%)

Other areas of cooperation include: Meals on Wheels, Sholom partnerships, Maimonedes, Hillel Partnerships, TC Jewfolk, JCA (Seeds of Justice & Tzedek Institute), and Yom HaShoah.

Essential Aspects of Successful Collaboration?

*11 of the interviews contained a response relevant to this question

- Strong Leadership and Staff - 5 (29%)
- Clear Mission, Objectives and Vision - 3 (18%)
- Levels of Collaboration - 2 (12%)
- Deputy of Collaboration at JCC's - 2 (12%)

Other aspects that foster successful collaboration: Events not centered on solicitation, having one recognized lead agency, collaboration between synagogues, and including people from both sides of the river in planning.

Gaps and Obstacles to collaboration?

- Location and Travel - 5 (29%)
- St. Paul concern about being treated as an equal partner - 3 (18%)
- Minneapolis concern about St. Paul being unwilling to work together or getting more than they put in - 2 (12%)
- Lay leadership resistance - 2 (12%)

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- Resistance to sharing information and databases - 4 (24%)
- Insufficient coordination and overlap of young adult programming – 3 (18%)
- Opportunity for greater sharing of administrative functions such as community security, technology, – 3 (18%)
- Opportunity to cooperate more on grant applications – 2 (12%)

Other gaps and opportunities for improvement: resistance to co-branding of events; lack of regular communication between bi-city community professionals and rabbis; little or no collaboration in formal youth education (Talmud Torah).

APPENDIX C

MINNEAPOLIS-ST PAUL COLLABORATION PANEL

KEY TAKEAWAYS FROM INTERVIEWS

TODD LIFSON

1. Shared service arrangements. For example, communal joint bidding for vendor contracts such as landscaping, trash removal, employee benefits, payroll services, information technologies.
2. Back-office synergies, such as payroll and IT.
3. Sholom could be lead negotiator for joint services given Sholom's exponentially larger size than any other Jewish agency.
4. Todd impressed by unexpected "openness" among agencies to try new structures.
5. Todd stresses the importance of differentiating between strategy and tactics. Both are important.
6. It is most important to obtain "buy in" from participating agencies to joint action.

MARK ADELMAN

1. Strategy consists of the "why?" Tactics consist of the "how." JFS/JFCS are already engaged in extensive collaboration, but it is unclear that the Boards of each organization know and appreciate the extent of the collaboration.
2. The three "levels" of collaboration described by Michael Waldman provide a useful framework.

Level A: consists of a true partnership around staffing, finance, marketing, etc. The Jewish Film Festival is a good example of Level A collaboration.

Level B: alternating planning by each city of the entire event. Israel Independence Day is an example of this, with St. Paul planning the entire event one year and Minneapolis planning it the next. In the "off year", the non-planning community plays a supporting role.

Level C: collaboration consists of separate or parallel programming, with collaboration limited to joint advertising and support, but no joint planning or responsibility.

Josh Wert of the Minneapolis JCC described a fourth type of collaboration, in which one city takes full responsibility for planning and running an event but includes the other city

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as a full participant. One type of this type of collaboration is the Maccabi program, which was run by St. Paul. Another example is the Twin City Humor Festival, which is run entirely by Minneapolis. In these cases the respective assignments were based upon the prior experience of the lead agency.

Both JCC's have deputies in charge of collaboration. In the case of St. Paul, that would be Penny Schumacher; Minneapolis is Sonny Cohen.

3. The benefit of collaborating on programming is not only about money. It is equally about obtaining programmatic benefits.
4. Some areas are fruitful opportunities for collaboration; others are not fruitful. For example, collaborating in the areas of arts and sports is a fruitful area, while education is not as fruitful, in light of the importance of proximity of school to residence.
5. Mark emphasized the importance of having a communal structure to foster collaboration, whether that is appointing a "czar," a special committee, or some other mechanism.

HOLLY BROD FARBER

1. Holly emphasized the importance of making collaboration a strategic goal. Collaboration must be made part of certain professionals' job descriptions and accountabilities.
2. It is important that the right person be chosen to foster collaboration in terms of personal commitment and personality. Penny Schumacher and Sonny Cohen are good examples of this.
3. In any collaboration it is important to acknowledge and address each partner's basic concerns. In the case of St. Paul, the fear is being "outnumbered," or being "absorbed," by the larger Minneapolis community. In Minneapolis, some have expressed concern about being asked to provide disproportionate support. A successful collaboration must be based upon mutual respect for each community's deepest concerns.
4. Why is collaboration important? To assure dynamism in the community for the future.
5. A successful collaboration allows each community to claim "credit" and branding rights.
6. There needs to be an agreed-upon protocol for information sharing relating to joint events.
7. Collaboration often involves greater time commitment and additional challenges, but the benefits of collaboration generally outweigh the risks and costs.
8. Israel programming is a good example of successful collaboration.

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9. Is the fact that each community has different Israel partnership regions bad? While it might be nice for each community to share a single region, it appears that that “ship has sailed” since Minneapolis has chosen Rehovot as a partnership region, rather than joining St. Paul in partnering with the Kinneret region. Even though each community is sponsoring a separate region, the communities can continue to collaborate in this area by inviting the other community to participate in its partnership events. The net effect is greater involvement of the two communities with Israel.
10. Grant applications may be a fruitful area for collaboration.
11. Holly advocates convening a joint retreat focused on collaboration, with presentations by agencies focusing on the success of collaborating efforts.
12. Joint board meetings will also foster collaboration. The JCC’s are currently planning a joint board meeting. The two Federations have appointed each other’s Presidents to sit on their boards.
13. Vic Rosenthal is seen as a good facilitator and promoter of community collaboration. He could be called upon to facilitate community-wide efforts.

KRIS MACDONALD

1. Our panel should avoid being too “directive.” Rather than speaking in terms of absolutes, our panel should use words like “consider.”
2. Kris found Ben Laub’s report very helpful, particularly the discussion concerning joint contracting.
3. Kris emphasized the importance of using appropriate language when the communities are collaborating. Terms like “merger,” are loaded and are heard differently in each community.
4. The communities should stop blaming each other for past failures and focus instead on building trust for future successful efforts.
5. We need to develop a new communal “narrative” which celebrates the benefits and value of collaborating across the communities. To be successful we need to acknowledge the issues and barriers. We need to put aside “bad habits” such as assuming bad intentions of the other, and viewing collaboration as an exception rather than a rule.

JON PARRITZ

1. Jon sees the importance of approaching the issue of collaboration with intentionality. Unless intentional efforts are made to change the way the communities work, the communities will default to historic practices which have had limited success.

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2. Jon agrees we need to change the communal narrative. The two communities should convene joint meetings of agency executives and rabbis facilitated by the two Federation CEO's, at least twice per year. (Similar to the St. Paul only gathering convened by the St. Paul Federation Executive Director.) These would not be intended to replace city-only gatherings but to supplement them.
3. While it is true that the cultures of the St. Paul and Minneapolis Jewish communities differ in certain important respects, these differences can also be overstated and become a barrier to collaboration. The distinctive differences between the two communities should be celebrated, but not be used as an excuse for avoiding collaboration.
4. Jon agrees that the "levels" described by Michael Waldman and Joshua Wert are useful analytical tools. Collaboration is not "one size fits all."
5. Jon believes it is vitally important to have a communal structure in place to foster collaboration.
6. Steve Hunegs' observation that successful collaborations involve an acknowledged "lead" agency is a critical one. Recent collaborative failures can be traced to a lack of an acknowledged lead agency, while successful collaborations involved an acknowledged leader.
7. Jon suggests that each Federation appoint a small committee charged with overall responsibility for areas of collaboration, including making non-binding funding recommendations for bi-city agencies, such as JCRC, Hillel, and others, as well as Israel and overseas allocations.

DAVID MILAVETZ (Facilitator)

1. Location and travel time is, and will remain, a significant issue that must be addressed in collaborative efforts. The Lion of Judah event always meets at Oak Ridge, which is a source of irritation to some St. Paul members. This should be addressed.
2. David stresses the importance of strong leadership to hold collaborative efforts together. Collaboration entails intentionality.
3. David believes that JCA can play a greater role in fostering collaboration, particularly Vic Rosenthal.