

Rainier Beach Neighborhood Capacity Project

For City of Seattle and Rainier Beach Neighborhood Advisory Committee

Attachment to Presentation - January 23, 2012

(Note: this document is an Attachment to project Powerpoint presentation dated 1/23/2012. The document was revised 1/30/12 based on comments from RBNAC on 1/23/12)

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ELEMENTS OF COLLABORATION

BEST PRACTICE	TODAY
<p>Environment</p> <ul style="list-style-type: none"> History of collaboration or cooperation Collaborative group seen as legitimate leader Favorable political and social climate 	<ul style="list-style-type: none"> Diverse neighborhood: existing groups mostly working in silos, no single organization coordinating comprehensive collaboration, nearly all groups reached during project outreach said they would like more communication among and connection to each other; RBCEC is closest group providing comprehensive collaboration (see below for further analysis) Political and social climate: continued shrinkage of public and private dollars Rainier Beach on the rise: development of new community center (though operating resources not yet identified); new transportation infrastructure; new businesses; growing diversity; part of the new majority-people of color 9th congressional district
<p>Governance Structure and Process</p> <ul style="list-style-type: none"> Members share a stake in process and outcome Multiple layers of participation Flexibility and adaptability Clear roles and policy guidelines Appropriate pace of development 	<ul style="list-style-type: none"> <u>NPU process</u>: Multiple levels of engagement--Small but engaged and highly-committed group in RBNAC; Additional input from cultural communities through POL structure; broader community engagement through Open Houses and general outreach <u>RBCEC</u>: primarily functions as a focal point for affiliation/communication/umbrella for various efforts, and sponsor of several signature events; to date, more focus on issue-based work, less focus on formalizing the organization itself; functions like an Affiliation or a Network <u>Other neighborhood organizations</u> do significant, primarily issue-focused neighborhood efforts, mostly independently, sometimes in collaboration with RBCEC and/or other relevant partners; neighborhood organizational strengths
<p>Membership Characteristics</p> <ul style="list-style-type: none"> Shared values of respect, understanding, trust, inclusion and diversity Appropriate cross-section of members Members see collaboration in their self-interest Ability to compromise 	<ul style="list-style-type: none"> <u>NPU process</u>: no formal membership per se because NPU has been an open/public process, but there has been multiple layers of involvement (NAC, POLs, general outreach) <u>RBCEC</u>: credible with, respected by and has involvement from a range of neighborhood organizations; doesn't yet engage some key constituencies, particularly refugee and immigrant communities <u>Other neighborhood organizations</u> have their own membership bases and characteristics
<p>Communication</p> <ul style="list-style-type: none"> Open and frequent communication Informal relationships and communication links 	<ul style="list-style-type: none"> <u>NPU process</u>: has reached several hundred community members, ongoing involvement from members beyond core group is smaller <u>RBCEC</u>: website and email are primary communication links; opportunity to diversify communication methods to expand reach <u>Across multiple organizations</u> – various informal links, sometimes leadership- and/or relationship-based
<p>Purpose</p> <ul style="list-style-type: none"> Shared vision Concrete, attainable goals and objectives Unique purpose 	<ul style="list-style-type: none"> <u>NPU process</u>: establishes a unique purpose/focal point for implementation work; opportunity to build on community engagement so far and both broaden and deepen sharing/owning the vision <u>RBCEC</u>: Some members, including leadership, have been involved in creation of neighborhood plan update; purpose to date primarily communication and information sharing
<p>Resources</p> <ul style="list-style-type: none"> Sufficient funds, staff, materials and time Skilled leadership 	<ul style="list-style-type: none"> <u>NPU process</u>: Committed resources to implement the plan vary by strategy and project <u>RBCEC</u>: has received modest grants to support organization; no ongoing operational funds; no paid staff leadership; Board leadership skilled, though primarily focused on issue-specific work to date

ELEMENTS OF COLLABORATION

BEST PRACTICE	PHASE 1 (Years 1 - 2) – SUGGESTED ACTIONS
<p>Governance Structure and Process</p> <ul style="list-style-type: none"> • Members share a stake in process and outcome • Multiple layers of participation • Flexibility and adaptability • Clear roles and policy guidelines • Appropriate pace of development 	<ol style="list-style-type: none"> 1. Build an intentionally time-limited, short-term structure. 2. Convene culturally-relevant discussions that allow members to build trust then reach consensus on structure, role(s), leadership and decision-making processes. Perhaps this is in the form of an organizing committee. The key task is to begin to discuss how to build on existing organizational assets and add value and be of benefit to those involved and the neighborhood as a whole. <ul style="list-style-type: none"> • Aim for Coordination in the Cooperation/Coordination/Collaboration continuum • Characteristics of Coordination <ul style="list-style-type: none"> ○ Authority rests with individual organizations, but there is coordination among them ○ Individual groups take on needed roles, but function independently • Organizational structure could be in the form of an Affiliation or Network <ul style="list-style-type: none"> ○ Affiliation: A loosely connected system of organizations with a similar interest ○ Network: Loose-knit group formed for the purpose of resource and information sharing ○ Both are similar to what RBCEC is today so could build on that to expand reach and representation, or create a new body
<p>Membership Characteristics</p> <ul style="list-style-type: none"> • Shared values of respect, understanding, trust, inclusion and diversity • Appropriate cross-section of members • Members see collaboration in their self-interest • Ability to compromise 	<ol style="list-style-type: none"> 3. Build a membership that represents and meaningfully engages all constituencies in the neighborhood. <ul style="list-style-type: none"> ▪ Goals should include shared power, shared concern for community, authentic engagement of diverse groups (even if they have different concerns), mutual benefit, community empowerment and self-determination. ▪ Invest in community building – engage and mobilize communities that have been less engaged to date ▪ Structure multiple layers of involvement so all stakeholders (agencies, residents, businesses) can participate and contribute meaningfully ▪ Facilitate discussions to share and organize around mutual interests as well as constituent-specific interests; ability to support others’ concerns that may not be shared ▪ Training and/or skill building to build capacity around group decision making, communication, conflict resolution
<p>Communication</p> <ul style="list-style-type: none"> • Open and frequent communication • Informal relationships and communication links 	<ol style="list-style-type: none"> 4. Members form culturally-relevant communication channels. 5. Informal relationships and communication links are strengthened.
<p>Purpose</p> <ul style="list-style-type: none"> • Shared vision • Concrete, attainable goals and objectives • Unique purpose 	<ol style="list-style-type: none"> 6. Develop criteria to prioritize projects so as to focus time/effort most strategically and avoid “missed” opportunities to influence. Examples of criteria could include: impact/potential benefit of project, likely impact of community involvement, timing, resources. Establish consensus on and select priority projects and phasing over time.
<p>Resources</p> <ul style="list-style-type: none"> • Sufficient funds, staff, materials and time • Skilled leadership 	<ol style="list-style-type: none"> 7. Ensure organizational “ducks” are in a row (clear plan, systems infrastructure, community representation). 8. In pursuing initial resources, start small, think incrementally and build over time. 9. Build capacity to manage and coordinate implementation, including ability to advocate and influence (e.g. investments, policy).

ELEMENTS OF COLLABORATION	
BEST PRACTICE	PHASE 2 (Years 3 - 5) – SUGGESTED ACTIONS
<p>Governance Structure and Process</p> <ul style="list-style-type: none"> • Members share a stake in process and outcome • Multiple layers of participation • Flexibility and adaptability • Clear roles and policy guidelines • Appropriate pace of development 	<ol style="list-style-type: none"> 1. Move into a more long-term, established structure informed by experiences and lessons from phase 1. <ul style="list-style-type: none"> • Aim for <u>Collaboration</u> in the Cooperation/Coordination/Collaboration continuum • Characteristics of Collaboration <ul style="list-style-type: none"> ○ Common, new missions and goals are created, organizational planning to develop joint strategies ○ Authority determined by the shared collaborative structure, control is shared and mutual ○ Member organizations are fully behind their representatives ○ New structure and/or clearly defined roles constitute a formal division of labor ○ Resources pooled or jointly secured for a longer-term effort and managed by the collaborative structure ○ More is accomplished jointly than could have been individually • Organizational structure could be in the form of a <u>Coalition</u> or <u>Federation/Association</u> <ul style="list-style-type: none"> ○ <u>Coalition</u>: An organization of diverse interest groups that combines human and material resources to effect a specific change the members are unable to bring about individually. ○ <u>Federation/Association</u>: An alliance of member organizations established to centralize common functions.
<p>Membership Characteristics</p> <ul style="list-style-type: none"> • Shared values of respect, understanding, trust, inclusion and diversity • Appropriate cross-section of members • Members see collaboration in their self-interest • Ability to compromise 	<ol style="list-style-type: none"> 2. Deepen and broaden membership base to ensure it engages all constituencies. 3. Monitor representation and quality of engagement over time; make course adjustments as necessary. 4. Continue skill building as needed as organizations leave and/or leaders leave or join.
<p>Communication</p> <ul style="list-style-type: none"> • Open and frequent communication • Informal relationships and links 	<ol style="list-style-type: none"> 5. Culturally-appropriate communications become more established and are integrated more deeply over time. 6. Informal relationships and links across constituencies expand and strengthen. 7. External communications formally represent the groups who are a member of the collaborative structure.
<p>Purpose</p> <ul style="list-style-type: none"> • Shared vision • Concrete, attainable goals and objectives • Unique purpose 	<ol style="list-style-type: none"> 8. Continue to implement projects phased over time as established in phase 1.
<p>Resources</p> <ul style="list-style-type: none"> • Sufficient funds, staff, materials and time • Skilled leadership 	<ol style="list-style-type: none"> 9. Build on progress, increase scale of grants pursued. 10. Expand and deepen long-term relationships and partnerships.

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