



Gaining An Edge Through Collaboration

Illinois ResourceNet
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Workshop Overview

- Your Motivation
- What's the Big Idea?
- Where to Start?
- Know What You Know, Who You Are
- Connective Tissue
- Collaboration Rules
- Can Illinois ResourceNet Add Value?



Your Motivation

- Why are you here?
 - (note: we're thrilled you are here!)
- Currently collaborating
- Thinking about it
- Failed at it
- Network with others with similar interests
- Just curious



What's the Big Idea?

What do we really want to achieve?

What's the Big Idea?

- Collaboratives (networks):
 - Share information about programs, services, issues
 - Convene participating organizations for training, planning, education, advocacy
- +
- **Intentionally** work together as *partners* to **strengthen** their communities and regions
- Make decisions *jointly*
- Seek grants, loans, tax credits, contracts, and income generating opportunities *jointly*


$$1 + 1 = 3$$

- Problems/issues aren't one-dimensional, what about solutions?
- Diversity of experience
- Opportunity for cross-training, professional development
- Long-term projects don't become overly dependent on single organizations, individuals
- Many funders require strong evidence of collaboration

What's the Big Idea?

- Defining a Collaborative – at the most basic level

Coordination	Collaboration
Operate independently	Share power sharing
Share general principles	Goals are mutual
Decisions made separately	Decisions made jointly

- The process of or an entity that shares information, resources to achieve common goals.

The Partnering Continuum





Where to Start?



Getting Started

- Slow down
- Handshake to contract
- Communication matters
- Know what you know and who you are
- What a collaborative structure looks like

Slow Down, What Are My Options?

Sealed with a handshake



Strategic alliance



Committing with a contract



Sealed with a handshake

- No documents
- No bureaucracy
- No lawyers
- No upfront expenses
- Generally between people who know each other
- Based on trust
- Conflicts resolved through flexibility, tolerance



Strategic Alliance

- An association to further common interests
- An intentional relationship to build common interests
- Goodwill, learning, sharing are the driving forces
- *Might* have a memorandum of agreement to guide the work together

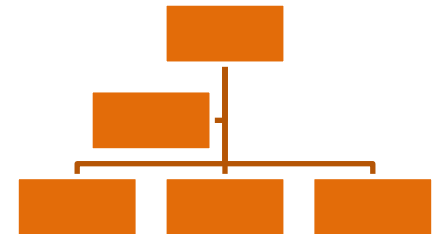
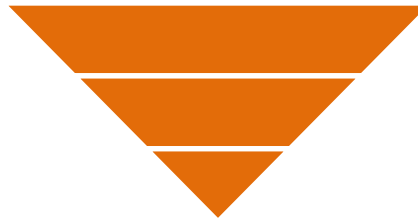
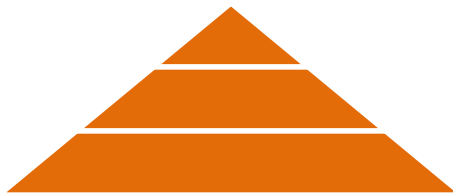


Committing with a Contract

- Essential in complex partnerships
- Written, time specific
- Legally binding
- Can provide a project management or governance structure
- Details financial arrangements including budget & payment

Communication matters

- Communication is at the core of any successful collaboration
- You've got to know your organization's communication style, to effectively communicate with others
- Every organizational type has a communication style – know yours



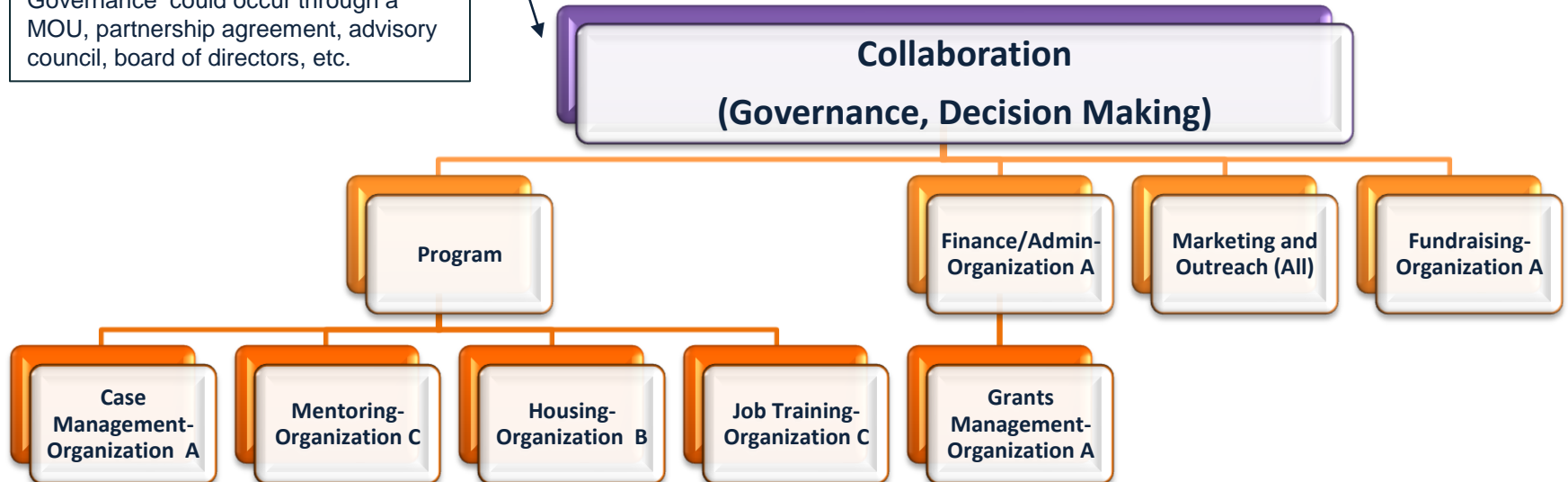


It will result in....

- Better understanding of your value
- Consistent and reliable information to those you serve
- Improved understanding of your accomplishments
- Ultimately, increased use of your programs and more public support of your efforts

Sample Collaborative Structure

Legal structure could take on a number of forms, including, MOU, Partnership, Joint Venture or New Corporation. Governance could occur through a MOU, partnership agreement, advisory council, board of directors, etc.





Know what you know and who you are

To move from good to great....



Organizational Capacity Check-up

- Human Resources
 - Leadership
 - Management
 - Staff/Teams
- Board/Governance
- Strategic Plan
- Management Systems
- Financial Management Systems
- Fundraising
- Marketing/Brand



We Are Best At.....

- Program models and expertise
- Research expertise
- Administrative systems (IT, finance, accounting, grants management, etc.)
- Funding base of support
- Major donor and/or volunteer base
- Community involvement
- Government relations



Connective Tissue

What makes a collaborative soar?



Connective Tissue

- But can we be collaborative?
- How does a collaborative really take shape?
- And now..... back to basics
 - Drilling down
 - Examples



Can we be collaborative?

Moving beyond the status quo

The Collaborative Leader

Non-Collaborative

- Hierarchical-Self-Oriented
- Presides over status quo
- Pursues own agenda/goals
- Seeks predictable results

- Relies on traditional organizational structure
- Relies on traditional win-lose scenarios

Collaborative

- Relational-Group Oriented
- Declares new possibilities
- Seeks shared agenda/goals
- Seeks creative, entrepreneurial results
- Builds new networks, relationships
- Learns, models collaborative processes



The Collaborative Leader

Non-Collaborative

- Knows all they need to
- Success=having the answers
- Advocates own views in order to win; Discourages inquiry
- Controls others on the job, diminishing their gifts/talents
- Takes care of others to keep them submissive

Collaborative

- Is a learner
- Success=asking the right questions
- Balances own views and other's views; Encourages inquiry
- Empowers others, acknowledging their gifts/talents
- Provides an environment that enables people to grow



A Collaborative Taking Shape

- Gathering
- Chaos
- Unity
- Performing

Gathering:

Why are we here?

Welcoming environment

Leader directed

Introductions

Information/Agenda

Chaos:

What is our purpose?

Small group interaction

Teach process

Mission

Roles/responsibilities

Unity

How will we do it?

Work out our differences

Focus on tasks

Interaction of all

Apply unique skills

Performing

Do it.

Take risks

Teach each other

Solve problems

*Evaluate, Celebrate,
Change*



And now....back to basics

Moving into the performance zone

Back to Basics: Using a Solid Program Logic Model



* Adapted from the University of Wisconsin Extension Program Action Model

Sample Mentoring Program Logic Model

Goal: Reduce the rate of recidivism among clients in Second Chance Act-funded programs by 50% over the next 5 years

Situation Analysis	Inputs	Outputs	Outcomes
Over 650,000 inmates are released per year in the U.S. and return to their families and communities	Hire case manager, recruit and train mentors, hire VISTA volunteer	Target nonviolent offenders 18 years or older that have been released from prison within the past 180 days	Outcome: Clients secure employment Indicator: # clients entering employment
Without intervention, 40% of returning inmates will return to prison within 5 years	Purchase software to track program outcomes	Provide case management and mentoring programs	Outcome: Clients establish consistent work history Indicators: # clients remaining employed
18,377 inmates were released to Cook County in 2001 . 15,488 (84.3 percent) were released to the city of Chicago.	Provide professional development opportunities for staff; develop pre-release orientation and learning opportunities for prisoners.	Provide job training and placement programs.	Outcome: Clients earn living wages Indicator: Average earnings
The Second Chance Act of 2007 was passed in April 2008.	Provide matching funds and in-kind donations up to 50% of grant amount	Make referrals to supportive services	Outcome: Increased public safety Indicator: Rates of recidivism among program participants

Evaluation: What is the power of the mentorship model to reduce recidivism? Utilize data from intake process, and other program documents to conduct ongoing program assessment and quality improvement. Hire outside evaluator to provide evidence-based program evaluation.



How do we do it?

- **Creating shared goals: The Example: Southernmost Illinois Empowerment Zone**

Our Strategic Plan

GOAL #1

INFRASTRUCTURE – Increased numbers of residents and businesses in the zone will have clean drinking water, safe sewage disposal systems, adequate electrical and gas service, improved solid waste management systems, 24-hour emergency service, access to basic and advanced telecommunications and well-maintained roads that are adequate to support their intended use.

GOAL # 2

ECONOMIC DEVELOPMENT – Through a comprehensive program of economic development that includes business expansion, recruitment and entrepreneurship, plus workforce preparation, the area's high unemployment rate will be reduced to that of the state average

GOAL # 3

TOURISM DEVELOPMENT: Recognizing that the historical and scenic assets of the area represent strengths that have not been fully developed, three hundred tourism-related jobs will exist as the result of an aggressive program of conservation, development and marketing of existing and new tourist sites and services.

GOAL # 4

STRONGER UNITY/SENSE OF COMMUNITY - Believing that a strong sense of unity, community pride and optimism for the future result from people working and playing together in a positive manner, each year of zone designation, at least 300 people, reflecting the diversity of the community, will plan or participate in new volunteer community building activities.

GOAL # 5

LIFE-LONG LEARNING AND EDUCATION – Each year high school graduation rates and standardized test scores at each of the area's secondary schools will increase, as will the number of adults participating in GED, general interest, vocational and degree programs offered by regional educational institutions. <read more>

GOAL # 6

HOUSING - Increased numbers of residents in the zone will have a decent, affordable place to live. New homes will be built to accommodate residents and existing homes will be improved through housing rehabilitation programs.

Drilling down

GOAL #1 INFRASTRUCTURE

OBJECTIVE #1: To provide safe, affordable utility service to the residents and businesses within the Southernmost Illinois Delta Empowerment Zone.

Strategies

- a. Extend water mains to provide safe, treated water to residents and businesses in unincorporated areas in cooperation with South Water, Inc. and other regional water providers.
- b. Upgrade and extend safe, treated water to residents and businesses within incorporated areas.
- c. Extend utilities, including water, sewage, gas, electricity and telecommunications to industrial sites.
- d. Upgrade and extend existing sewage systems within incorporated areas.
- e. Support the provision of sewer service to unincorporated areas where economically feasible.
- f. Improve solid waste management within the zone.
 1. Establish recycling program, including education, drop-off and hauling services.

OBJECTIVE #2: Develop safe, reliable transportation systems throughout the Southernmost Illinois Delta Empowerment Zone to accommodate residents, industry and tourism in order to stimulate economic growth.

Strategies

- a. Convert heavily traveled gravel-surfaced roads to an oil and chip surface.
- b. Upgrade major road arteries to state/federal standards to accommodate agriculture and industrial transportation of goods and services throughout the area.
- c. Employ additional people to assist the county highway departments with road upgrades.
- d. Purchase needed roadway equipment for use within the Southernmost Illinois Delta Empowerment Zone by County Highway Departments.
- e. Upgrade surface of roads serving municipalities, industrial sites and critical areas to benefit low-income residents.
- f. Support the improvement of Cairo Regional Airport.

OBJECTIVE #3: To provide quality, efficient emergency services to residents of the Southernmost Illinois Delta Empowerment Zone.

Strategies

- a. Support the improvement of fire protection services in the zone.
- b. Support the improvement of 911 services in the zone.
- c. Support the improvement of law enforcement equipment.



Collaboration Rules

A handshake just won't cut it

Rules Continuum





Start with Ground Rules

- Who are the spokespersons, negotiators, team?
- What are their roles?
- What are the communication mechanisms?
- Confidentiality status?
- Board or oversight involvement, roles or obligations
- Determine general support and support of goals from external supporters
- Think about the impact of a collaboration agreement on each organization

Create a Letter of Intent

- Statement of intention
- Statement of intended accomplishment
- Expiration
- Agreements reached to date
- Conditions of conduct
- Due diligence scope
- Discussions with other organization
- Confidentiality
- Internal and public announcements
- Noncompetition
- Responsible parties
- Survival (beyond the letter's expiration)
- Counterparts
- Governing law
- Signatures and dates

Due Diligence

- General organizational records (description, incorporation, Board of Directors)
- Three years financial data, comparing actual with budget
- Accounting policies
- Internal controls environment
- Consistency of financial management and reporting
- Auditor's reports
- Human resources procedures (including AA/EEO)
- Licensure
- Banking relationships
- Asset conditions (endowments, physical plant, equipment)
- Outstanding and significant commitments and contingent liabilities (e.g. pending litigation, self-insurance, lease, etc.)

Components of an Agreement

- Goals
- Statement of Mission, Vision, and Values for the project
- Duration of the Project, Agreement, or Both
- Specific Responsibilities of Each Partner
- Financial Contributions, Structure, and/or Budget
- Distribution of Any Revenue/Loss
- Staffing Levels (incorporating expected changes, fluctuations)
- Commitments for Other Services
- Governance and day-to-day Management Structure
- Initial Liability or Insurance Issues
- Schedule and Content of Expected Reporting
- The Process for Communication with Public or Media



The Fine Print

- Authority of partners including duties and restrictions
- Process for making decisions and definition of relative power of partners
- The degree to which one partner can obligate the partnership without the agreement of others
- Determination of whether to obtain insurance and if so, what kinds
- Distribution of revenue and losses
- Ownership of any assets
- How can partners be added or removed
- When and how this agreement gets terminated



And in the end....

- Internal and external announcements
- Monitor the progress of the agreement on a quarterly or semi-annual basis
- Provide progress and financial reports to all partners
- Be prepared for internal and external program and fiscal audits
- Document your successes as well as your challenges



So What About Sustainability?

- Sustainability is the organization's demonstrated ability to carry out its mission over the long term
- Future funding
 - Renewing of existing grants
 - Fees for service
 - Annual campaigns
 - Earned income
- Business Planning
 - Indicates feasibility of products and services
- Strategic Planning
 - Positions organization to be proactive in dealing with changes in its environment



Can IRN Help?

IRN Will....

Assist with Federal
proposal
development

Assist with proposal
Submission

Establish
relationships with
federal government
representatives

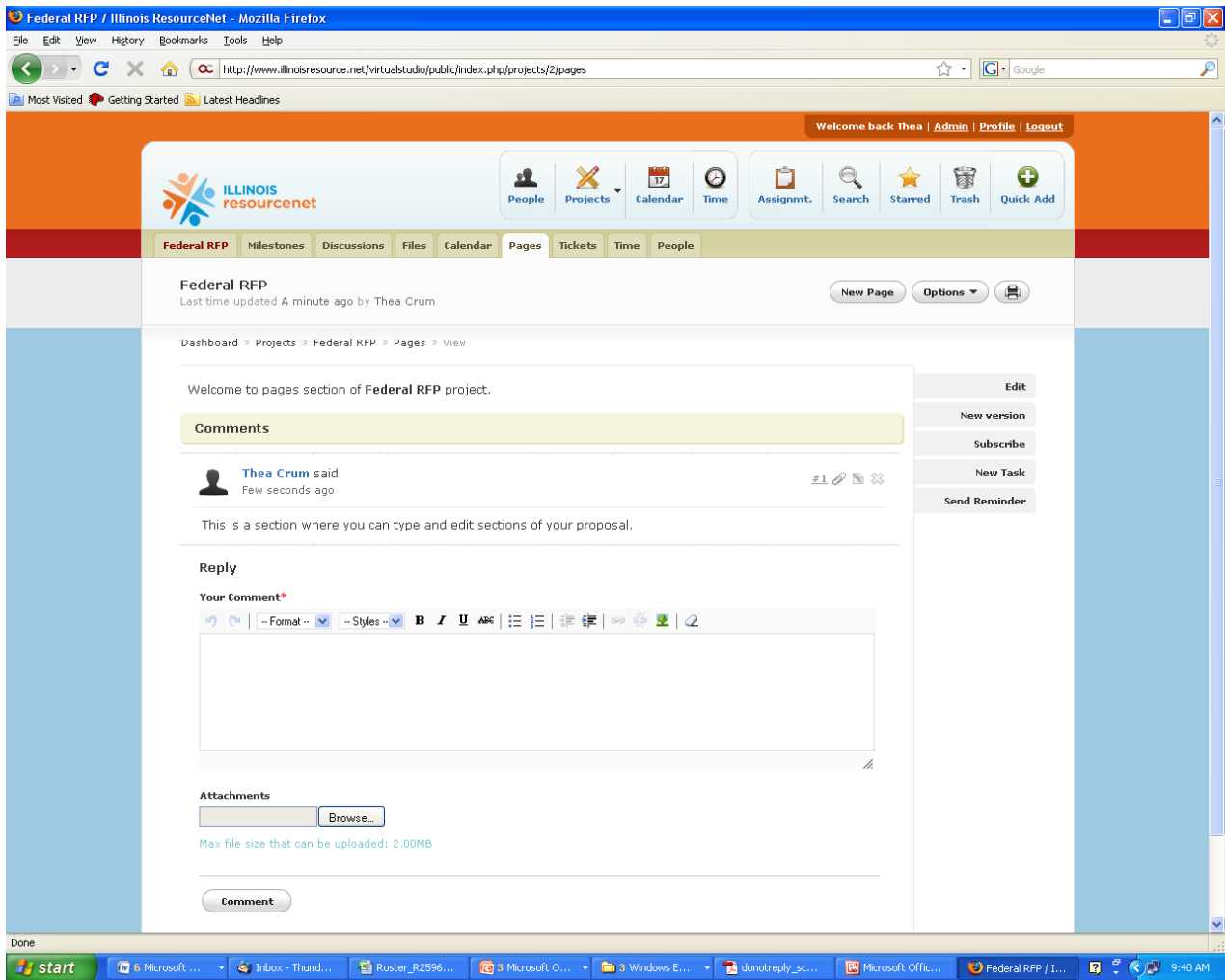
Foster partnerships
among community
groups and local
governments

Advise on best
practices for
preparing a
sustainable budget



IRN's Virtual Proposal Building Studio

- A secure online space for collaborating groups to work in sharing materials, writing drafts, and storing resource documents.
- Groups have access to project management tools such as milestones, task lists and calendars to easily share and track work being completed.
- Discussion Forum allows all groups members to comment on each others work or conduct virtual brainstorming



Sign-up to use the Virtual Proposal Building Studio with your Technical Assistance Provider.

Resources

- Illinois ResourceNet
 - <http://www.illinoisresource.net/index.php>
- Center for Collaborative Planning
 - Great library by topic
 - <http://www.connectccp.org/index.shtml>
- Jim Collins, Good to Great for the Social Sector
<http://www.jimcollins.com/index.html>



Thank you!