



## RESEARCH TO PRACTICE

Key facts, actionable takeaways,  
and additional resources –  
*from research, for practitioners*

Academic research often holds knowledge that can benefit the many practitioners working in cross-sector collaborations. Our Research to Practice series, the result of several years of ongoing work, examines 14 articles relevant to the practice of cross-sector collaboration. Through careful analysis and interviews with the article authors, we highlight key facts, actionable takeaways, and additional resources practitioners can turn to for guidance in their cross-sector work.



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February 2017



## RESEARCH TO PRACTICE

Strategies for public school  
and faith-based leaders  
building partnerships for  
student success

A persistent achievement gap plagues U.S. public schools. An achievement gap occurs “when one group of students (such as, students grouped by race/ethnicity, gender) outperforms another group, and the difference in average scores for the two groups is statistically significant (that is, larger than the margin of error),” according to the National Assessment of Educational Progress (NAEP) ([nces.ed.gov/nationsreportcard/studies/gaps/](https://nces.ed.gov/nationsreportcard/studies/gaps/)). For example, African-American eighth grade students scored 31 points lower, on average, than did white students on an NAEP mathematics assessment and 26 points lower in Reading. NAEP reports, “White students ... had higher scores than Black students, on average, on all assessments.”

Cross-sector collaboration provides one avenue to improving the services of public schools, rallying partners and their resources around acute student needs and, optimally,

altering the paths of students' academic and personal lives, as well as the community's well being. In their article, "Supporting African American Student Success Through Prophetic Activism: New Possibilities for Public School-Church Partnerships" ([journals.sagepub.com/doi/abs/10.1177/0042085914566098](https://journals.sagepub.com/doi/abs/10.1177/0042085914566098)), recently published in *Urban Education*, Diedria H. Jordan, Program Specialist at Guilford County Schools, and Camille M. Wilson, Associate Professor of Educational Studies at the University of Michigan, offer recommended partnership strategies for church and public education leaders — including school principals, counselors, teachers, senior pastors, youth pastors, and parents — to promote learning and academic achievement among African-American youth.

Jordan and Wilson present findings from case studies of two Black churches in central North Carolina partnering with public schools to provide services to students. One church collaborated with the local school district to offer assistance to all suspended students from a nearby public high school — regardless of church membership status or race — to stay current with school assignments. In this successful partnership, the church provided adult mentors and use of the facility and utilities free of charge, teachers created work packets for students, and the school obtained grant funding to pay for one full-time and one part-time position to coordinate the program. Many of the students who participated in the program were never suspended again, Jordan shared in a call with The Intersector Project. The second church's partnerships included school supplies drives and other initiatives.

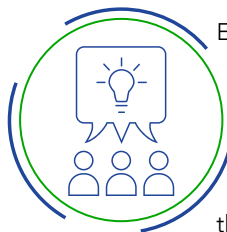
Jordan and Wilson's research included interviews and focus groups with church pastors, ministry coordinators, educational directors, parents, and youth linked to the educational activities, church

observations, and review of relevant documents. The following takeaways will be of interest to leaders engaged

in planning and implementing partnerships between faith-based organizations and public schools.

## TAKEAWAYS FOR PRACTITIONERS

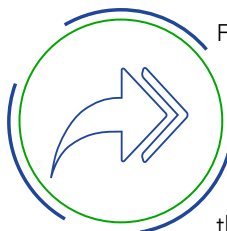
**SCHOOL STAFF, WHO MAY BE CONNECTED TO THE COMMUNITY THROUGH MEMBERSHIP IN CIVIC OR FAITH-BASED ORGANIZATIONS, CAN OFFER A WEALTH OF EXISTING NETWORKS FOR POTENTIAL PARTNERSHIPS BETWEEN PUBLIC SCHOOLS AND COMMUNITY ORGANIZATIONS.**



Educators have the opportunity to serve as a bridge between their school and their community. School staff may have not only affiliations with faith-based organizations whose resources and goals might align with school needs, but they may also be members of civic organizations like bowling clubs, sororities, or fraternities, which could provide additional assistance to the school, Jordan noted. "If you know your employees, that's how you extend your community," she shared. Typically, a school leader is more comfortable when someone from their staff suggests a partnership with a faith-based organization with which they have an affiliation and a rapport with church leaders.

- School staff members who want to assess whether their connection with a faith-based or community organization could result in a successful partnership can refer to Table 9.4: A Partnership Planning Checklist in the Ohio Community Collaboration Model for School Improvement document on Community Partnerships ([education.ohio.gov/getattachment/Topics/Other-Resources/Family-and-Community-Engagement/Models-for-Family-and-Community-Engagement/Community-Partnerships.pdf.aspx](https://education.ohio.gov/getattachment/Topics/Other-Resources/Family-and-Community-Engagement/Models-for-Family-and-Community-Engagement/Community-Partnerships.pdf.aspx)).

**DETERMINE WHAT TYPE OF PROGRAM BEST SUITS PARTNERS' GOALS AND AT WHAT SCALE THE PROGRAM WILL BE IMPLEMENTED BEFORE INITIATING A PARTNERSHIP.**



Faith-based organizations should consider what impact they want to have on their community before partnering with schools. For example, a faith-based organization with close ties to a particular school may be aware of a particularly needed service and want to implement that service for that school's population, as in the program supporting suspended students that the authors studied. On the other hand, some faith-based organizations may want to get involved on a larger scale and provide services or supplies to many schools within a district. School leaders can bring an awareness of resources needed to meet their school's goals, and through dialogue with faith-based organization leaders, can identify points of synergy for successful collaborative programs. While church-school partnerships can help students succeed, Jordan and Wilson note, "It is just essential that faith-based groups not promote religious doctrine or infringe on the civil rights of public school community members."

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

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- Partners can see The Mapping the Collaborative Journey discussion in Evaluating Collaboratives: Reaching the Potential ([learningstore.uwex.edu/assets/pdfs/G3658-8.PDF](http://learningstore.uwex.edu/assets/pdfs/G3658-8.PDF)), which walks partners through the process of creating a logically linked sequence of change that articulates a relationship between the collaboration's work and the results and impact it hopes to achieve (found on pages 22-30) to aid in their choice of programming.

## HAVE HONEST DISCUSSIONS ABOUT THE RESOURCES NEEDED FOR THE COLLABORATION TO SUCCEED AND THE RESOURCES THAT EACH PARTNER IS REALISTICALLY ABLE TO GIVE TO THE COLLABORATION.



While some churches may have fairly extensive financial and non-financial resources to share with schools, many will not. Regarding non-financial resources, churches should be careful not to overcommit: "Understanding that Black churches are volunteer institutions, Black church leaders have to ensure that their prophetic endeavors do not overwhelm the volunteers who will be responsible for their operation," the article explains.

Schools should also be open about what it is they're hoping to get from the partnership. If a faith-based organization interested in partnership doesn't have financial resources to give, school leaders should ask themselves what non-financial resources can be gained from the partnership. If school leaders can only think of financial resources to be gained from partnership with churches, then that school isn't ready to build community partnerships, Jordan warned.

- Partners can see The Partnering Toolbook's Build a Resource Map ([thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook/](http://thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook/)) and its discussion (found on pages 13-14) for guidance and a template to help identify the financial and non-financial resources partners bring to the collaboration. Also see Tool 4: Partnering Roles and Skills Questionnaire, which partners can use to assess whether the collaboration possesses skills in areas such as facilitation and evaluation.

# FOR FURTHER READING



## From The Intersector Project Toolkit:

- ❖ Share a Vision of Success: The agreement on a set of project goals and ideal outcomes that clarify the mission and priorities of the collaboration ([intersector.com/toolkit/share-a-vision-of-success/](https://intersector.com/toolkit/share-a-vision-of-success/))
- ❖ Account for Resources: The determination of financial and non-financial resources from existing and potential partners ([intersector.com/toolkit/account-for-resources/](https://intersector.com/toolkit/account-for-resources/))

## From Intersector Insights:

- ❖ Can a faith-based cross-sector partnership be a partnership of equals? ([intersector.com/researcher-insights-can-a-faith-based-cross-sector-partnership-be-a-partnership-of-equals/](https://intersector.com/researcher-insights-can-a-faith-based-cross-sector-partnership-be-a-partnership-of-equals/))

## ABOUT RESEARCH TO PRACTICE

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For more information on our Research to Practice series, please contact us at [research@intersector.com](mailto:research@intersector.com).



October 2016



## RESEARCH TO PRACTICE

Achieving collaborative  
innovation to address  
unruly problems

The United States faces a host of complex problems on which government leaders and public agencies at all levels strive to make marked progress, from poverty to climate change to public health. As citizens are becoming increasingly accustomed to experiencing inventive solutions in other parts of their lives, there are greater public expectations of government to create innovative, effective solutions to solve these wicked problems. But there are several roadblocks to public innovation, including bureaucratic processes and rules and a tendency to rely on in-house approaches to addressing public challenges.

Some individuals who work in government are able to overcome these challenges and achieve public innovation, leading their colleagues to see old problems in new ways, developing untried, creative ideas, and discovering what works through



experimentation and no-blame feedback loops. Authors Barbara Crosby, Associate Professor at the Humphrey School of Public Affairs at the University of Minnesota, Paul 't Hart, Professor of Public Administration at Utrecht University School of Governance, and Jacob Torfing, Professor in Politics and Institutions at the Roskilde School of Governance, discuss this phenomenon in their recent *Public Management Review* article, "Public value creation through collaborative innovation" (<http://www.tandfonline.com/doi/abs/10.1080/14719037.2016.1192165>).

But "banking on 'lone ranger' innovation heroes from within public services organizations is risky," they warn, since these individuals often lack a comprehensive understanding of the problem they're aiming to address or, if elected or serving an elected official, may not be in their role long enough to see the solutions through. The authors suggest that innovation can be more consistently achieved "through dispersed efforts and distributed leadership," looking to "the role of networks and partnerships as venues where public innovation emerges."

In this type of collaborative model, public managers may not be fully leading innovation, but they still play a key role in making it happen, through convening partners and garnering support for the co-created innovative solutions in the institutionalized arenas where actual policy change can occur, the authors note. The authors studied several successful examples of public manager-driven innovation, such as Heading Home Hennepin, the collaboratively created city-county initiative to end homelessness in Minneapolis and Hennepin County, and highlight the importance of "distributive, integrative, and catalysing" public leadership for collaborative innovation. The takeaways below, which relate to the authors' findings on levers for propelling talk-centric collaboration into action, will be of interest to

public managers and other leaders interested in convening, managing, and catalyzing cross-sector creation of

solutions to public challenges.

# TAKEAWAYS FOR PRACTITIONERS

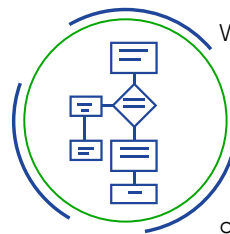
## ENGAGE CIVIC SECTOR ENTITIES IN REFRAMING PUBLIC CHALLENGES.



The authors found that social entrepreneurs, community organizations, and social justice movements, for example, are particularly effective in leading partners to consider complex problems as a set of issues that can indeed be solved, constructively disrupting established government routines, and leading the collaboration to "think outside the box."

- In conversation with the Intersector Project, Crosby shared the example of Juxtaposition Arts ([juxtapositionarts.org/](http://juxtapositionarts.org/)), a non-profit that collaborates with academic partners and government agencies in city planning, urban design, and policy fields. Juxtaposition Arts, for example, innovatively reframed the idea of "successful" design from generating increased housing and rental costs to improving communities for current residents, a case study ([juxtapositionarts.org/wp-content/uploads/2013/01/BushPrize\\_CaseStudy\\_JXTA.pdf](http://juxtapositionarts.org/wp-content/uploads/2013/01/BushPrize_CaseStudy_JXTA.pdf)) on the non-profit notes.

## USE A PROCESS MAP TO BUILD A TIMEFRAME FOR COLLABORATIVE WORK TO APPEAL TO POTENTIAL PARTNERS WHO ARE DIFFICULT TO PIN DOWN.



While there is no magic number of days that collaborative work should last, it can be helpful to provide a clear timeframe when trying to get a particularly busy partner involved. A timeframe also allows partners to plan for their involvement in the collaboration, which will invariably require their time and resources. For example, managers can present a schedule of six meetings, with work to be completed in 100 days. It can also be helpful to align collaboration timelines to junctures natural for partners, such as budget cycles or board meetings. Limiting the number of days or meetings can help participants move away from endless talk and push them toward action, which can be key in collaborative innovation. It's also important to remember that not all partners need to be involved in all aspects of a collaboration.

- A process map provides a visual representation of the progress of the collaboration's meetings and other activities. For more on process maps, see this example ([intersector.com/wp-content/uploads/2016/10/Process-map.pdf](http://intersector.com/wp-content/uploads/2016/10/Process-map.pdf))
- For further discussion of process maps, or graphic road maps, as well as a case study of their use in the Newark Collaboration Process, see the chapter "Designing a Consensus Building Process Using a Graphic Road Map" ([cbuilding.org/sites/default/files/StrausCHAPT%2003.pdf](http://cbuilding.org/sites/default/files/StrausCHAPT%2003.pdf)) in David Strauss' book *The Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement* ([sk.sagepub.com/reference/the-consensus-building-handbook](http://sk.sagepub.com/reference/the-consensus-building-handbook)).

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

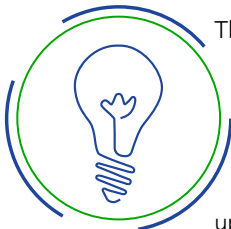
## USE ROUGH CONSENSUS TO MOVE THE COLLABORATION'S WORK FORWARD.



Total consensus can be the enemy of innovation, the authors explain. Rough consensus requires deliberation, summing up discussions, and asking if participants can live with the outcomes. It does not entail formal voting. Using rough consensus can heighten the sense of urgency of the issue at hand, as collaborative partners can expect that they “won’t talk this to death,” Crosby shared. After the convener delivers a summary of information, he or she asks the group about its acceptability. The convener will gauge the room’s reaction, looking for head nodding in agreement, head-shaking in disagreement, or other visual cues. The convener will ask the individuals not in agreement to share their issues with the decision, then work to see if that point can be changed to make it acceptable.

❖ See “A Short Guide to Consensus Building” ([web.mit.edu/publicdisputes/practice/cbh\\_ch1.html](http://web.mit.edu/publicdisputes/practice/cbh_ch1.html)) from *The Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement* for guidance on deliberating, deciding, recording decisions, and handling conflict in consensus-oriented decision-making — which it also does not equate with unanimity — in multi-stakeholder contexts.

## PROTOTYPE INNOVATIVE SOLUTIONS AS “PATH-FINDER PROJECTS.”



Through adapting approaches to local contexts, collaboration members find their “own path to new and innovative solutions,” Torfing shared, and these new solutions, once backed by rough consensus, must be tested and redesigned in daily practice. The valuable outcome of doing so is fast learning for both civic and public partners and lowered “risk for major blunders when upscaling.”

❖ See the Office of Adolescent Health and Administration on Children, Youth and Families Grantees’ Tips and Recommendations for Successfully Pilot Testing Your Program ([hhs.gov/ash/oah/oah-initiatives/teen\\_pregnancy/training/tip\\_sheets/pilot-testing-508.pdf](https://hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/tip_sheets/pilot-testing-508.pdf)) for practical guidance on how to implement a small-scale version of your project. (Path-finder projects and pilot projects both put theory into action, but the distinction between them lies in path-finder projects’ being designed by stakeholders, as opposed to external experts.)

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

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## CREATE CLEAR AND CREDIBLE BENCHMARKS THAT ALLOW THE COLLABORATION TO DEMONSTRATE SUCCESS TO PARTNERS AND OTHER STAKEHOLDERS.



Setting and meeting benchmarks — points of reference to gauge the collaborative's progress — helps communicate progress, which instills confidence and commitment in a new approach. Demonstrating success of a collaboratively derived innovation by illustrating its met benchmarks can also encourage adoption of future innovative solutions. For example, the success of Heading Home Hennepin at a city-county level led to its adoption at the state level. Collaborations can also use interim indicators to assess whether the collaboration is on track to accomplish its goals or requires a strategy shift. This also provides an opportunity for experiential learning.

- For an example of benchmarks used in Heading Home Hennepin, see page 13 of Heading Home Hennepin: The Ten-Year Plan to End Homelessness in Minneapolis and Hennepin County ([endhomelessness.org/page/-/files/1564\\_file\\_hennepin.pdf](https://endhomelessness.org/page/-/files/1564_file_hennepin.pdf)).
- See the discussion of Milestones and Critical Events on pp. 31-33 of the University of Wisconsin - Cooperative Extension's "Evaluating Collaboratives: Reaching the Potential" ([learningstore.uwex.edu/assets/pdfs/G3658-8.PDF](https://learningstore.uwex.edu/assets/pdfs/G3658-8.PDF)) for guidance and checklists for identifying milestones to be celebrated as signs of collaboratives' progress. Also see discussion of Levels of Outcomes on pp. 113-117, for an explanation of interim or precursor outcomes and the role of these in both communicating progress externally and ensuring the collaboration is on track.
- See Adaptive Planning Measures & Metrics ([sparkpolicy.com/tools/overview/adaptive-planning-measures-metrics/](https://sparkpolicy.com/tools/overview/adaptive-planning-measures-metrics/)) in Spark Policy Institute's "Adaptive Planning Toolkit" for discussion of monitoring progress of adaptive plans, which encourages continuous learning and an openness to shifting strategy over the course of a project.

# FOR FURTHER READING



## From Intersector Insights:

- ❖ Innovation in Public-Private Partnerships ([intersector.com/researcher-insights-what-drives-innovation-in-public-private-partnerships/](https://intersector.com/researcher-insights-what-drives-innovation-in-public-private-partnerships/))

## Other Resources:

- ❖ Collaborative Innovation in the Public Sector ([press.georgetown.edu/book/georgetown/collaborative-innovation-public-sector](https://press.georgetown.edu/book/georgetown/collaborative-innovation-public-sector))

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August 2016



## RESEARCH TO PRACTICE

What role should foundations play in cross-sector partnerships for community health?

The relationship between foundations and grantees hasn't always been collaborative. But there is a growing awareness among funders that working closely with current and potential grantees can help them tackle complex problems and work toward a shared goal within a community. Kathryn Heinze, Jane Banaszak-Holl, and Kathy Babiak, associate professors at the University of Michigan, illustrate and provide insights into this trend in their recent look at health conversion foundations — foundations formed when a non-profit hospital or health system is acquired by a for-profit operator or converted into a for-profit model, generating proceeds. Their article, "Social Entrepreneurship in Communities: Examining the Collaborative Processes of Health Conversion Foundations" ([onlinelibrary.wiley.com/doi/10.1002/nml.21198/abstract](https://onlinelibrary.wiley.com/doi/10.1002/nml.21198/abstract)), was recently published in *Nonprofit Management and Leadership*.

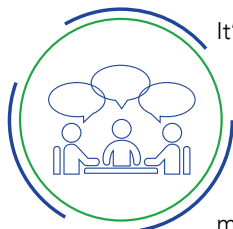
Health conversion foundations employ their endowments to continue the missions of the original entities from which they arose, initiating and supporting local programs to improve community wellness. They often create cross-sector coalitions and community groups, that may include representatives from the school system, local hospitals, local businesses, and non-profits. The [5 Healthy Towns Foundation](#) (5HF), formerly the Chelsea Wellness Foundation and one of the foundations studied by the researchers, for example, worked with libraries, senior centers, school districts, farmers' markets, a hospital, local businesses, and government to design, implement, and deliver health and wellbeing initiatives.

The authors looked at several health conversion foundations across the United States, interviewing foundation executive directors, visiting with foundation representatives and community partners, and analyzing documents that included information ranging from mission statements to financial information. Their findings suggest that three mechanisms employed by health conversion foundations — defining the social problem locally, developing social capital in their communities, and educating potential partners — built the groundwork for effective collaboration between the foundation and potential grantees and community partners.

The authors learned a great deal about the role that foundations can play in enabling cross-sector collaboration within a community as a locally-embedded connector and convener. Their findings may be of interest to organizations or foundations seeking to facilitate the work of cross-sector partners in promoting population health issues, such as maternal health, efficient housing, or food systems.

# TAKEAWAYS FOR PRACTITIONERS

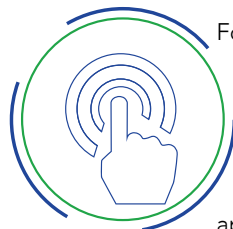
## HOLD EVENTS — WHETHER FORMAL MEETINGS OR INFORMAL GATHERINGS — IN INCLUSIVE SPACES TO BUILD TRUST AND KNOWLEDGE AMONG CROSS-SECTOR STAKEHOLDERS.



It's important for a health conversion foundation to hold discussions and work directly with partners in the community, in order to break away from the typical transactional relationship between funder and grantee. In a phone call with The Intersector Project, Heinze shared that moving meetings from a boardroom to a community room with flexible seating made meetings more inclusive and participatory for a wider array of stakeholders. These meetings, ideally recurring, can range in formality from roundtables to meals. A representative from the HealthSpark Foundation told the authors, "We are literally breaking bread with people who we are funding or considering funding."

- See 5HF's calendar ([5healthytowns.org/?module=Events](https://5healthytowns.org/?module=Events)) for examples of meetings held in community spaces, including a middle school, wellness center, and township hall.
- The Before You Start section of The Community Tool Box's Generating and Choosing Solutions ([ctb.ku.edu/en/table-of-contents/analyze/analyze-community-problems-and-solutions/generate-solutions/main](https://ctb.ku.edu/en/table-of-contents/analyze/analyze-community-problems-and-solutions/generate-solutions/main)) offers discussion and tips on the importance of a meeting space that is both physically and mentally comfortable.

## USE BOTH EXPERTISE GENERATED NATIONALLY OR IN OTHER LOCATIONS, AS WELL AS INFORMATION ABOUT THE LOCAL CONTEXT TO SHAPE AN INITIATIVE.



Foundations can look to larger organizations like Grantmakers in Health ([gih.org](https://gih.org)) to identify the central tenets of the community health approach. This can help them avoid feeling like they are starting from scratch, which Heinze noted that several foundations found themselves doing, and allows them to build upon existing models (e.g. for identifying evidence-based approaches) that are informed by larger entities' practices. In tandem, they should look to the local individuals and organizations to help define how the model can be adapted to the specific health needs of the community.

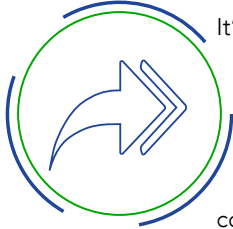
- The Generating Solutions section of The Community Tool Box's Generating and Choosing Solutions ([ctb.ku.edu/en/table-of-contents/analyze/analyze-community-problems-and-solutions/generate-solutions/main](https://ctb.ku.edu/en/table-of-contents/analyze/analyze-community-problems-and-solutions/generate-solutions/main)) provides discussion and instructions on sharing ideas within a coalition.
- See points 2 and 3 of The Community Toolbox's Assess Community Needs and Resources ([ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources](https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources)) for guidance on assessing how community members and key stakeholders view the problem the coalition will address.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

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- For an example of a public health approach where leaders took time to understand community-identified problems, see our case study Combatting Childhood Obesity in Somerville ([intersector.com/case/shapeupsomerville\\_massachusetts](https://intersector.com/case/shapeupsomerville_massachusetts)).

## TAILOR THE AMOUNT OF DECISION-MAKING POWER SHARED WITH LOCAL COALITION PARTNERS BASED ON THAT PARTNER'S LEVEL OF EXPERIENCE WORKING WITH DIVERSE GROUPS.



It's a central challenge for foundations to determine how to balance their oversight of process and vision with giving local coalitions decision-making power. Heinze shared that sometimes when coalitions are tasked with carrying out complex practices such as needs assessments for their first time, foundations may bring in a consultant or send a foundation representative to guide the coalition. Other coalitions that have experience with carrying out foundation-provided processes or high levels of group cohesiveness may not need this level of oversight.

- See Tool 3: Sample Partnering Agreement on p. 45 of "The Partnering Toolbook" ([thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook](https://thepartneringinitiative.org/publications/toolbook-series/the-partnering-toolbook)) for a template to record governance structures for ensuring that decision making, management, and development arrangements among partners are appropriate and operate effectively. This governance structure document can be revisited and adjusted as the collaboration progresses.

## REQUIRE CROSS-SECTOR AND INTERORGANIZATIONAL PARTNERSHIPS IN THE FUNDING MODEL.



By including a call for cross-sector collaboration within grant guidelines, foundations can ensure that the resulting initiatives employ a range of perspectives. Funding collaboratives can also bring together non-profit organizations that would typically be competing for funds or duplicating work in the same community. Heinze shared that a foundation in Pennsylvania offered one grant in particular with the requirement that grantees collaborate with multiple sectors — partnering with businesses, farmers, and schools on a food systems initiative, for example.

- For an example of a grant application that calls for collaboration, see The St. Joseph Community Health Foundation's 2016 Grant Guidelines ([sjchf.org/images/stjoseph/2016grantguidelines.pdf](https://sjchf.org/images/stjoseph/2016grantguidelines.pdf)).

# FOR FURTHER READING



## From The Intersector Project Toolkit:

- ⚡ Engage Potential Partners: The identification of and engagement with individuals and organizations that have a stake in the issue at hand to address their suitability for and interest in a cross-sector partnership ([intersector.com/toolkit/engage-potential-partners/](https://intersector.com/toolkit/engage-potential-partners/))
- ⚡ Establish a Governance Structure: The creation of a formal or informal organizational system for project management ([intersector.com/toolkit/establish-a-governance-structure/](https://intersector.com/toolkit/establish-a-governance-structure/))
- ⚡ Share Discretion: The deliberate allocation of decision-making authority based on areas of expertise ([intersector.com/toolkit/share-discretion/](https://intersector.com/toolkit/share-discretion/))

## Other Resources:

- ⚡ See the Prevention Institute's guide Developing Effective Coalitions: An Eight Step Guide ([preventioninstitute.org/component/jlibrary/article/id-104/127.html](https://preventioninstitute.org/component/jlibrary/article/id-104/127.html)) for information on determining the appropriateness of a coalition, selecting members, defining key elements, maintaining vitality, and conducting ongoing evaluations.
- ⚡ See the Community Tool Box's Creating and Gathering A Group to Guide Your Initiative ([ctb.ku.edu/en/table-of-contents/structure/organizational-structure/group-to-run-initiative/main](https://ctb.ku.edu/en/table-of-contents/structure/organizational-structure/group-to-run-initiative/main)) for further discussion on what a group overseeing an initiative designed to meet a community need would look like, how it would function, who the members would be, and where to find them.

## ABOUT RESEARCH TO PRACTICE

Academic research often holds knowledge that can benefit the many practitioners working in cross-sector collaborations. For our Research to Practice series ([intersector.com/tag/research-to-practice/](https://intersector.com/tag/research-to-practice/)), we examine these articles and interview their authors to highlight key facts, actionable takeaways, and additional resources practitioners can turn to for guidance in their cross-sector work.

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June 2016



## RESEARCH TO PRACTICE

How can cross-sector  
partnerships lead to stronger  
volunteer programs?

With 20,000 employees, an impressive 293 million visitors last year, and national park sites in 27 states, the U.S. National Park Service's work is expansive both in scope and geography. In order to actualize its mission of preserving "the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations," NPS works with thousands of outside organizations. An article recently published in *Nonprofit Management and Leadership*, "Structures, Challenges, and Successes of Volunteer Programs Co-managed by Nonprofit and Public Organizations" ([onlinelibrary.wiley.com/doi/10.1002/nml.21206/abstract](https://onlinelibrary.wiley.com/doi/10.1002/nml.21206/abstract)), takes a close look at successful cross-sector partnerships among NPS and non-profit organizations to co-manage volunteer programs, "a growing, but previously unexamined phenomenon," at several national park sites including Acadia, Arches and Canyonlands, Cuyahoga Valley,

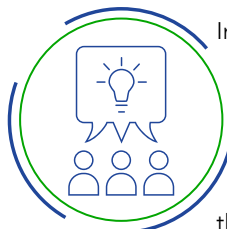
Golden Gate, the National Mall, and Yosemite.

The findings of authors Joe Follman, Adjunct Professor and Program Administrator at George Washington University, Maria Cseh, Associate Professor at George Washington University, and Jeffrey Brudney, Professor of Innovation in the Nonprofit Sector at the University of North Carolina at Wilmington, suggest that volunteer programs co-managed by organizations from multiple sectors that employ a combination of research-based best practices, including those listed below, result in expanded volunteer programs and stronger partnerships. “The more of these strategies volunteer program managers can employ, and the more effectively they use them, the more likely they are both to grow their volunteer programs and to improve their partnerships,” the article states. Moreover, the more successful cross-sector partnerships studied also attracted additional partners and resources.

Of 14 NPS sites originally assessed for the article, the top six were chosen for further study consisting of visits to the sites for more in-depth understanding and data-gathering, and participant observation at three of these six sites. Research also consisted of 33 semi-structured interviews with NPS and non-profit staff involved in the co-managed volunteer programs and analysis of documents related to the programs. The findings are of interest to individuals and organizations involved in government-non-profit partnerships in the area in land conservation. Takeaways will also be of interest to leaders seeking to begin, expand, improve, or sustain cross-sector partnerships involving government and non-profit partners, as well as supervisors of partnerships involving joint planning, recruiting, cost sharing, use of equipment, logistical arrangements, data gathering, and reporting.

# TAKEAWAYS FOR PRACTITIONERS

## CRAFT A SHARED PROGRAM MISSION AND GOALS WITH LEADERS FROM ALL PARTNERING ORGANIZATION(S) TO SERVE AS A BEACON FOR CROSS-SECTOR STAFF.



In the case of partnerships between the NPS and the non-profits devoted to the national parks, the partners had very similar missions, but despite these similarities, they still faced challenges in working together. Leadership from partnering sectors should meet multiple times to capture in writing the “communal will of both these organizations,” which should then be vetted and approved by key stakeholders from each partnering organization. Follman shared in a phone conversation with The Intersector Project that the mission and goals “served as a beacon” for staff from either sector to follow in designing the programs. Follman also shared that the three strongest partnerships in this study spent a great deal of time discussing, drafting, and sharing feedback to “develop specific missions and goals governing their volunteer program partnership and that further laid out who was doing what and how it was supposed to work.”

- For an example of a jointly crafted shared mission and goals document for both internal and external audiences, see the Golden Gate Volunteers in Park Program Mission ([intersector.com/wp-content/uploads/2016/06/Vol-Mission-Goals-GGNRA.pdf](https://intersector.com/wp-content/uploads/2016/06/Vol-Mission-Goals-GGNRA.pdf)). Especially see the last few pages of the document that outline highly detailed goals and objectives for the partnership’s work.
- For a guide to jointly identifying desired outcomes related to a challenge, see The Objective Assessment, in the “Partnership Development Toolkit” ([ec.europa.eu/employment\\_social/equal\\_consolidated/data/document/pdtoolkit\\_en.pdf](https://ec.europa.eu/employment_social/equal_consolidated/data/document/pdtoolkit_en.pdf), found in [Section 2.2: Problem and Objective Assessment on pages 17-22](#)). The assessment guides partners through a voting process for prioritizing approaches to the shared vision of success.

## CREATE WRITTEN AGREEMENTS, SUCH AS MEMORANDA OF AGREEMENT (MOA), MEMORANDA OF UNDERSTANDING (MOU), OR FEDERALLY APPROVED FORMS OF CONTRACTS, LIKE COOPERATIVE AGREEMENTS.

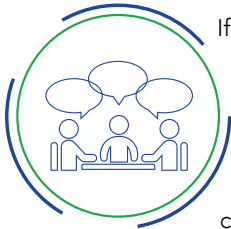


(For more on the differences between MOAs and MOUs, see [ec.europa.eu/employment\\_social/equal\\_consolidated/data/document/pdtoolkit\\_en.pdf](https://ec.europa.eu/employment_social/equal_consolidated/data/document/pdtoolkit_en.pdf)). Despite having a shared goal, partners may still experience challenges around decision making, control over allocating funds, and responsibilities. Building agreements into the partnership’s structure can help partners navigate these conflicts and facilitate the sharing of funds, staff, and equipment (including purchase, maintenance, and storage) among partners. These documents may range in specificity from open-ended guiding documents to highly specific guidelines.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

- ⚙️ For a succinct explanation of when government agencies should use cooperative agreements, as opposed to procurement contracts or grants, see the Environmental Protection Agency's website ([epa.gov/grants/federal-grant-and-cooperative-agreement-act-1977](https://epa.gov/grants/federal-grant-and-cooperative-agreement-act-1977)).
- ⚙️ For an example of a cooperative agreement between government and non-profit partners, see Saguaro National Park and the Southern Arizona Buffelgrass Coordination Center's cooperative agreement ([buffelgrass.org/sites/default/files/Draft%20Coop%20Agr.pdf](https://buffelgrass.org/sites/default/files/Draft%20Coop%20Agr.pdf)).
- ⚙️ For a discussion of how partnership agreements, MOUs, and bylaws can be helpful in formally capturing the governance structure ("accountability structure") upon which partners have agreed, see pp. 23-26 of "Building an Accountability Structure" from StriveTogether ([strivetgether.org/sites/default/files/images/AccountabilityStructureToolkit\\_Final\\_2015\\_1.pdf](https://strivetgether.org/sites/default/files/images/AccountabilityStructureToolkit_Final_2015_1.pdf)).

## CO-LOCATE MULTI-SECTOR STAFF TO STRENGTHEN COMMUNICATION AND RELATIONSHIPS AMONG PARTNERS.



If possible, partners should seek to co-locate staff whose primary work relates to managing the shared initiative. Co-location allows cross-sector partners to receive the same information at the same time, which leads to an increase in joint planning, Follman shared with us. Co-location also allows partners to communicate daily, strengthening both professional and collegial relationships; eliminates turf issues; and, in the cases of the strongest partnerships studied, breaks down barriers between organizations. For example, an NPS ranger at Golden Gate said the cross-sector partnership they were part of was "just seamless" and that "When it comes to 'us' and 'them,' there is no 'them.' It's just an 'us,'" the article reported.

- ⚙️ For discussion and case examples of how co-location can be a useful mechanism for facilitating collaborative work, see the Victorian Responsible Gambling Foundation's fourth principle of cross-sector collaboration ([responsiblegambling.vic.gov.au/for-professionals/cross-sector-collaboration/principles-of-cross-sector-collaboration/principle-4](https://responsiblegambling.vic.gov.au/for-professionals/cross-sector-collaboration/principles-of-cross-sector-collaboration/principle-4)).

# FOR FURTHER READING



## From The Intersector Project Toolkit:

- Share a Vision of Success: The agreement on a set of project goals and ideal outcomes that clarify the mission and priorities of the collaboration ([intersector.com/toolkit/share-a-vision-of-success/](https://intersector.com/toolkit/share-a-vision-of-success/))
- Build a Common Fact Base: The consensus among collaboration partners as to what facts relating to the issue are most relevant ([intersector.com/toolkit/build-a-common-fact-base/](https://intersector.com/toolkit/build-a-common-fact-base/))

## Other Resources:

- P3 Public Engagement Guidelines: This guide will be useful for identifying and explaining opportunities for citizen engagement throughout various stages of transportation P3s, as well as gaining the localized expertise and experience of community members ([p3virginia.org/wp-content/uploads/2015/09/Final\\_PPTA\\_Public\\_Engagement\\_Handbook\\_August\\_2015.pdf](https://p3virginia.org/wp-content/uploads/2015/09/Final_PPTA_Public_Engagement_Handbook_August_2015.pdf)).

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May 2016



## RESEARCH TO PRACTICE

Does cross-sector collaboration  
really produce better results?

Although the practice of cross-sector collaboration appears to be increasing as a means to address complex social challenges, it's difficult to demonstrate the benefits of a collaborative approach in comparison to a single-sector approach, as there are many complicated variables that influence the success or failure of collaborative initiatives. In his article "[Designing Collaborative Governance Decision-Making in Search of a 'Collaborative Advantage'](#)" recently published in *Public Management Review*, Carey Doberstein, Assistant Professor of Political Science at the University of British Columbia, hones in on this dilemma by investigating collective decision making around homelessness program policy in Vancouver and asking, "Are the policy outputs from collaborative governance substantively different than that which would have been produced from more traditional bureaucratic policymaking?"

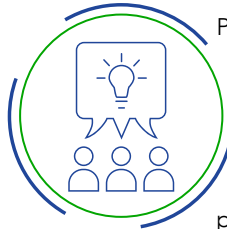
### The Metro Vancouver Regional Steering Committee on

Homelessness comprises more than 120 members representing service providers, community-based organizations, business and labor, and all levels of government. Doberstein observed the collaboration in action for several weeks, focusing on a period of intense decision making; interviewed 10 of its members; and reviewed data on how members ranked homelessness program proposals to which they were considering allocating public funds. The “collaborative advantage” he describes is a decision — with real world implications — that is unlikely to have been arrived at by one sector or silo deliberating alone. Through collaborative governance, stakeholders share their differing contextual knowledge and viewpoints on policy problems and solutions to shape a final, more robustly informed, proposed solution. In email correspondence with The Intersector Project, Doberstein shared that participants in such collaborations “realize that while this type of work is tough, it is a great opportunity to better understand their sector and make a bigger difference than they could on their own.”

Through his research, Doberstein was able to identify key design and management features that contributed to the collaboration’s ability to arrive at decisions that would have been difficult for policymakers in a single sector to achieve alone. His findings are relevant to managers of collaborations in which a kaleidoscope of expertise and actors shape decision making around prioritization and investment of public funds.

# TAKEAWAYS FOR PRACTITIONERS

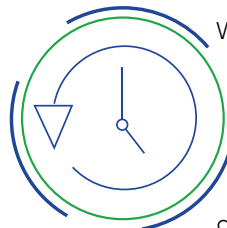
## SELECT PARTNERS WHO ARE EXPERT IN THEIR FIELD BUT ALSO OPEN TO HEARING NEW INFORMATION — AND WILLING TO CHANGE THEIR MIND ON THE ISSUES — TO PARTICIPATE IN THE COLLABORATION.



Participants should be able to confidently communicate their knowledge of their field but also able to listen and allow their thinking to be informed by new information, instead of holding an uncompromising ideology or vision. Collaboration managers may ask potential partners to complete a self-assessment that examines whether they are open to others’ perspectives and willing to make decisions that are best for the partnership rather than in their own interest. “Having a clear vision, a positive demeanour, a willingness to listen, accept new knowledge, and perhaps change their mind on issues, is essential,” Doberstein told us. Without these qualities, a collaborative advantage is less likely to be achieved, and partners are more likely to simply bargain for their respective best interests.

- To help potential partners perform a self-assessment, refer them to Tool # 1 Assessing Partnership on pp. 5 – 6 of the Capacity Project Toolkit ([who.int/workforcealliance/knowledge/toolkit/35.pdf?ua=1](http://who.int/workforcealliance/knowledge/toolkit/35.pdf?ua=1)) and the Organizational Readiness Assessment ([jsi.com/JSIInternet/Inc/Common/download\\_pub.cfm?id=14333&lid=3](http://jsi.com/JSIInternet/Inc/Common/download_pub.cfm?id=14333&lid=3)) on p. 19 of Engaging Your Community: A Toolkit for Partnership, Collaboration, and Action. Both resources provide helpful questions for individuals or organizations to consider before entering a collaboration.
- To identify experts on the issue your collaborative aims to address, see p. 23 of The Partnering Toolbook ([thepartneringinitiative.org/wp-content/uploads/2014/08/Partnering-Toolbook-en-20113.pdf](http://thepartneringinitiative.org/wp-content/uploads/2014/08/Partnering-Toolbook-en-20113.pdf)) from The Partnering Initiative for a stakeholder mapping exercise.

## BALANCE TIME LIMITS ON DELIBERATION WITH FLEXIBILITY IN ALLOWING FOR ADDITIONAL DISCUSSION THAT MAY ARISE.



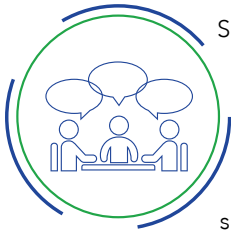
While the perfect balance may take years to achieve and will vary depending on a collaboration’s size and scope, a general guideline is for collaboration managers to allocate and communicate to partners exact time measures for deliberation while also anticipating where further discussion time may be necessary and remaining flexible to that possibility. This keeps discussions focused but allows for enough time to thoroughly address the issues, whereas “without some time pressure and structure, collaborations will tend go in circles without achieving consensus,” Doberstein shared with us.

- For an example of a meeting agenda that can be used to record time planned — and actually used — for discussion in meetings, see the Meeting Agenda Template ([hbr.org/resources/images/article\\_assets/2015/03/W150313\\_SCHWARZ\\_MEETINGAGENDA-1.png](http://hbr.org/resources/images/article_assets/2015/03/W150313_SCHWARZ_MEETINGAGENDA-1.png)) from a Harvard Business Review article on how to set an agenda for an effective meeting.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

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## DELEGATE COMPLICATED TASKS TO SMALLER GROUPS THAT WILL WORK INDEPENDENTLY AND REPORT DECISIONS BACK TO PROJECT MANAGERS.



Splitting a large group into smaller groups to handle tasks and make decisions will increase the collaborative's efficiency. For example, the collaborative needed to take a close look at program proposals for homeless services, a task that involved detailed analysis and would be difficult for all 120 members to perform together. The managers divided the Committee into smaller groups of five or six individuals, retaining the Committee's diversity of expertise and experience within each of the small groups, ensuring that shelter providers, youth specialists, and mental health professionals were not placed all together in one group. This helps a collaboration move forward more efficiently while ensuring that it is still making "policy and program decisions with the most insight and expertise at the table," which is "the whole point of collaborative governance," Doberstein shared with us. During small group work, the manager and supporting staff were present to answer technical questions about budget and administrative regulations.

- See Developing Multi-Sector Task Forces or Action Committees for the Initiative ([ctb.ku.edu/en/table-of-contents/structure/organizational-structure/multisector-task-forces/main](http://ctb.ku.edu/en/table-of-contents/structure/organizational-structure/multisector-task-forces/main)) from Community Tool Box for further discussion on the benefits of forming small groups, how to define the relationship of the smaller group(s) to the larger collaborative, how to define each group's purpose, and more.
- For an example of a governance structure set up in this manner, see our case study Preparing Students for STEM Jobs in New York City ([intersector.com/case/ptech\\_newyork/](http://intersector.com/case/ptech_newyork/)). In this collaboration that created and now oversees a six-year high school to prepare students for STEM careers, a Steering Committee made up of individuals from each sector makes decisions based on the work of planning committees, which develop recommendations and provide updates on specific areas of school functioning, such as course scope and sequence, and workplace learning.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

CONSIDER ITEMS THAT ARE LIKELY TO PRODUCE CONSENSUS AT THE TOP OF AN AGENDA AND THOSE LIKELY TO PRODUCE DISSENSION AT THE BOTTOM.



“Front-load [the agenda with] small, easy wins” Doberstein writes, to begin discussions with areas of agreement. This encourages cooperation early in a meeting, which may help partners better handle conflict later on. If the contentious issues do cause problems later on, front-loading small easy wins is also like getting “a few barrels of water out of the well if there is a chance that it is going to be poisoned later.”

- Help build an atmosphere of trust and openness, which can help partners in navigating potential conflict further down the road, through guidelines and exercises included in Effective Internal Communications on pp. 79 – 87 of the The Partnership Toolkit ([sparc.bc.ca/the-partnership-toolkit](http://sparc.bc.ca/the-partnership-toolkit)) from Collaboration Roundtable; Section 3: Communicating Within the Partnership on pp. 22 – 25 in Talking the Walk ([thepartneringinitiative.org/publications/toolbook-series/talking-the-walk/](http://thepartneringinitiative.org/publications/toolbook-series/talking-the-walk/)) from The Partnering Initiative; and Section 3 on trust in Collaboration Toolkit: How to Build, Fix, and Sustain Productive Partnerships ([cops.usdoj.gov/html/cd\\_rom/collaboration\\_toolkit/pubs/collaborationtoolkit.pdf](http://cops.usdoj.gov/html/cd_rom/collaboration_toolkit/pubs/collaborationtoolkit.pdf)) from the U.S. Department of Justice.

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April 2016



## RESEARCH TO PRACTICE

Ten years of lessons from  
collaborative management  
in the Everglades

Much research on cross-sector collaboration captures only a snapshot of a partnership's work, but collaborations often last for several years or are ongoing. Examining a partnership over time holds potentially valuable lessons, simply because of the rich source material that comes from several years of collaborating across sectors.

Andrea Gerlak, Faculty Research Associate at the Udall Center for Studies in Public Policy at the University of Arizona, and Tanya Heikilla, Associate Professor of Public Affairs at University of Colorado Denver, uniquely contribute to research on cross-sector collaboration by studying a decade of one collaboration's work in their article, "Investigating Collaborative Processes Over Time: A 10-Year Study of the South Florida Ecosystem Restoration Task Force" ([arpp.sagepub.com/content/46/2/180?etoc](http://arpp.sagepub.com/content/46/2/180?etoc)), recently published in *The American Review of Public*

## Administration.

The Everglades, also known as “The River of Grass” due to the prevalence of sawgrass, is one of the largest intact wetland ecosystems in the world. It spans an area twice the size of New Jersey, comprises a series of lakes, rivers, and estuaries, and once served as home to the Calusa, Seminole, and Miccosukee Native American tribes. An ambitious and extensive approach to collaborative environmental management in the Everglades, the South Florida Ecosystem Restoration Task Force (SFERTF) formed in 1996 to guide preservation and restoration efforts of this unique and vital ecosystem. The Task Force is composed of tribal, local, state, and federal entities, with involvement from academia, such as Florida Atlantic University and Florida International University, and non-profit environmental groups, such as the Florida Audubon, the National Parks Conservation Association, and the Loxahatchee River Coalition. The stakes for the Task Force’s success are high, with agricultural, development, and flood control needs to address, more than seven million Florida residents affected, and a project cost of \$13.5 billion for restoration efforts.

To gain insights into the Task Force’s collaborative process, Gerlak and Heikilla reviewed 10 years worth of meeting minutes, interviewed collaboration partners, and reviewed news media and other secondary sources related to the collaboration. Emerging from their research are several actionable takeaways for practitioners involved in complex cross-sector collaborations.

# TAKEAWAYS FOR PRACTITIONERS

## ESTABLISH COMMUNICATION RULES, VOTING RULES, A STRATEGIC PLAN, AND CONFLICT RESOLUTION PROCEDURES EARLY ON IN THE COLLABORATION.

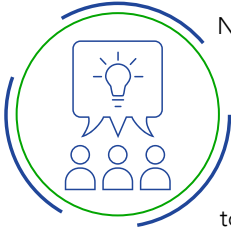


In the rush to start to accomplish its goals, a collaboration can often overlook establishing these basic rules, but creating these group rules early is important for two reasons: First, it ensures partners have these procedures ready when they need them and aren’t forced to delay collaborative action to create them. Second, it ensures that partners are creating rules they think are “best practices” that will serve them well throughout the course of the collaboration, rather than creating rules around the context of a particular situation or conflict they might encounter. In a phone conversation with The Intersector Project, Heikilla shared that the presence of ground rules and procedures in a collaboration enables “progress in a sustainable and proactive way.” She likened the complexities of the Everglades ecosystem restoration efforts to a complicated jigsaw puzzle where collaborative partners initially “don’t know where the pieces are going to go together, but they have at least the corners figured out.” Creating these ground rules and procedures at the outset helps keep the collaboration running and allows the collaboration to “move into more technical pieces of your operation,” Heikilla says.

- The Task Force’s chosen voting procedures involved making every effort to achieve consensus before taking a vote, which they formalized in this protocol ([evergladesrestoration.gov/content/tf/documents/voting\\_protocol.pdf](http://evergladesrestoration.gov/content/tf/documents/voting_protocol.pdf)). For best practices on how to build consensus among partners in your collaboration, see Tool #10 “Building Consensus” in Capacity Project Toolkit ([who.int/workforcealliance/knowledge/toolkit/35.pdf?ua=1](http://who.int/workforcealliance/knowledge/toolkit/35.pdf?ua=1)) on pp. 31-33.
- For other methods of decision making that involve varying degrees of consensus, see “Selecting Decision Rules” in Spark Policy Institute’s “Tools for Complex Decision Making” ([sparkpolicy.com/tools/multi-party-decision-making-processes/](http://sparkpolicy.com/tools/multi-party-decision-making-processes/)). This Toolkit also includes a helpful overview of conflict resolution procedures ([sparkpolicy.com/tools/multi-party-decision-making-processes/](http://sparkpolicy.com/tools/multi-party-decision-making-processes/)), including negotiation, mediation, facilitation, and non-facilitated processes.
- Partnership agreements, MOUs, and bylaws can be helpful in establishing and formalizing governance structures and decision-making processes early on in a partnership. See “Building an Accountability Structure” ([strivetogether.org/sites/default/files/images/AccountabilityStructureToolkit\\_Final\\_2015\\_1.pdf](http://strivetogether.org/sites/default/files/images/AccountabilityStructureToolkit_Final_2015_1.pdf)) from StriveTogether, especially pp. 23-26.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

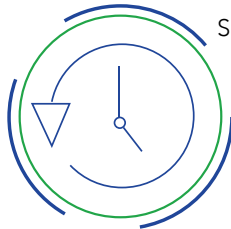
IN MEETINGS, PRIORITIZE ACTIVITIES THROUGH WHICH ALL PARTNERS CAN GAIN AN UNDERSTANDING OF ASPECTS OF THE COLLABORATION THAT THEY MAY KNOW LITTLE ABOUT — SCIENCE AND TECHNICAL ISSUES, FOR EXAMPLE.



Not all partners will have expertise in every area of the collaborative's work. In the Task Force, where collective goals range from supplying water to farms to protecting endangered wildlife, knowledge building is particularly important. To get the partners to think collectively about the Everglades in a way that incorporates diverse priorities, there must be an effort over time to build partners' expertise on areas that they might not typically think about. With the Task Force's attention to building collective knowledge, Gerlak and Heikilla observed improvement over time in how Task Force members communicated and understood the complexities of the challenges they were facing, even with staff turnover.

- ⚙️ For best practices in presenting scientific or technical information to a more general audience, see How to give technical presentations to non-technical audiences ([photonicsociety.org/newsletters/dec05/tools.html](http://photonicsociety.org/newsletters/dec05/tools.html)).

AT MEETINGS WHERE MEMBERS OF THE PUBLIC ARE PRESENT, SCHEDULE COMMUNITY FEEDBACK AFTER ONE OR SEVERAL AGENDA ITEMS INSTEAD OF AT THE END OF MULTI-HOUR MEETINGS.



Scheduling time for community feedback after individual agenda items or clusters of agenda items can result in a spike of public comment, which may help build or maintain the legitimacy of the collaboration in the eyes of the community.

- ⚙️ For an example of written guidelines for community feedback procedures, see the Task Force's Public Affairs Procedures ([evergladesrestoration.gov/content/tf/documents/public\\_affairs\\_procedures.pdf](http://evergladesrestoration.gov/content/tf/documents/public_affairs_procedures.pdf)).
- ⚙️ For an example of public comment scheduled throughout a meeting, see a sample Task Force agenda ([evergladesrestoration.gov/content/tf/minutes/2015\\_meetings/111915/agenda.pdf](http://evergladesrestoration.gov/content/tf/minutes/2015_meetings/111915/agenda.pdf)).
- ⚙️ For research-based insights on the impacts of community feedback on collaboration, see The Intersector Project's previous Research to Practice feature ([intersector.com/research-to-practice-engaging-citizens-to-improve-outcomes-of-public-private-partnerships-in-transportation/](http://intersector.com/research-to-practice-engaging-citizens-to-improve-outcomes-of-public-private-partnerships-in-transportation/)).

# FOR FURTHER READING



## From The Intersector Project Toolkit:

- Establish a Governance Structure: The creation of a formal or informal organizational system for project management ([intersector.com/toolkit/establish-a-governance-structure](https://intersector.com/toolkit/establish-a-governance-structure))
- Establish Transparency of Viewpoints: The creation of an environment in which partners can communicate openly, allowing the collaboration to address partners' differing priorities ([intersector.com/toolkit/establish-transparency-of-viewpoints](https://intersector.com/toolkit/establish-transparency-of-viewpoints))

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March 2016



## RESEARCH TO PRACTICE

Engaging citizens to improve  
outcomes of public-private  
partnerships in transportation

In their recent article, "[An Empirical Examination of Public Involvement in Public-Private Partnerships: Qualifying the Benefits of Public Involvement in PPPs](https://academic.oup.com/jpart/article-abstract/26/1/45/2614457/An-Empirical-Examination-of-Public-Involvement-in?redirectedFrom=PDF)" (<https://academic.oup.com/jpart/article-abstract/26/1/45/2614457/An-Empirical-Examination-of-Public-Involvement-in?redirectedFrom=PDF>) in the *Journal of Public Administration Research and Theory*, Eric Boyer, Professor of Public Administration, David Van Slyke, Associate Dean and Chair of Department of Public Administration and International Affairs, and Juan Rogers, Professor of Public Policy, investigated the role and impact of citizen engagement in transportation-focused public-private partnerships (P3s) in the United States — cross-sector collaborations involving state and local transportation departments, private investors, designers, and construction firms.

Previous literature on this topic suggests



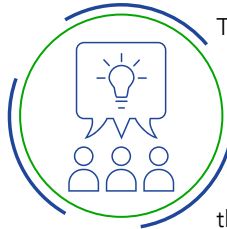
that the public sector engages with citizens only when and to the extent that it is required to do so. In their research, however, Boyer, Van Slyke, and Rogers found that both the public and private sectors viewed public involvement as valuable beyond simply fulfilling a requirement, with the public sector often going above and beyond in citizen engagement. Why is this the case? Through surveying experienced practitioners from both sectors, the authors found that citizen involvement during planning stages of transportation P3s contributed to better project outcomes and the delivery of quality services.

In a recent conversation with The Intersector Project, Boyer shared that citizen engagement provides “an instrumental performance-related benefit” beyond satisfying citizens’ right to have a say in their government — a benefit that transportation decisionmakers can see in their results. P3s in transportation involve substantial investments of public and private resources, so their success is crucial. But the success of these projects relies heavily on citizen use. For example, if fewer citizens than anticipated use toll roads or a new transit line built by a P3, the partnership does not make its money back. Public involvement ensures that partners are receiving what Boyer refers to as a “localized user perspective,” which can contribute to a successful project that is useful to the community.

While this article focuses primarily on public-private partnerships in transportation, the authors’ findings are relevant to any collaboration where success depends on citizen use, from public planning projects like local parks and pedestrian zones, to client services, like programs for the homeless or child services.

# TAKEAWAYS FOR PRACTITIONERS

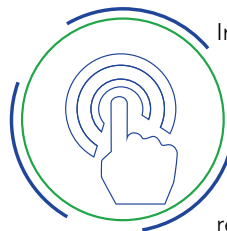
## DISCUSS EACH PARTNER’S GOALS FOR WHAT THEY WANT TO LEARN FROM THE COMMUNITY AND INVOLVE CITIZENS EARLY IN THE PLANNING PROCESS.



The authors found that the most useful information citizens can provide is information about local conditions. Partners in transportation projects often make early key decisions about their projects based on design expertise or research, which are important aspects of project design, but which don’t always take into consideration how a particular community will use their project. This can potentially leave partners with a finished product that doesn’t fit the community’s actual needs. To gain this localized perspective and safeguard against failure, partners should engage the public early in the partnership, before many resources have been devoted to moving forward on the project.

- For an example of how a cross-sector collaboration involving the New York City Department of Transportation (NYC DOT) involved citizens early in its planning process, see our case study [Creating Safer Streets for Pedestrians in the Bronx](https://intersector.com/case/streetscaping_newyork/) ([intersector.com/case/streetscaping\\_newyork/](https://intersector.com/case/streetscaping_newyork/)). Input from the community was used by the NYC DOT to develop an initial streetscaping plan that was presented to local residents, businesses, the Community Board, and a community-based non-profit for review — which resulted in the incorporation of green space and greater accessibility to bus platforms by elderly residents.

## USE WEB-BASED PLATFORMS TO NOT ONLY DISTRIBUTE PROJECT INFORMATION BUT ALSO TO SOLICIT COMMUNITY FEEDBACK, IN ADDITION TO HOLDING TRADITIONAL PUBLIC MEETINGS OR HEARINGS.



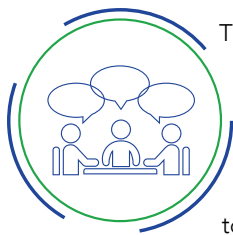
Instead of simply presenting information about a project to the public through a website, partnerships should ensure that they’re creating avenues for the public to engage with their plans. Two-way communication allows public and private partners to benefit from localized user perspective by learning how citizens will actually use the outcome of the P3. In order to receive a wide breadth of responses, it’s helpful to make use of both in-person meetings and web-based platforms. Public meetings provide a unique opportunity for in-person user feedback, while web-based platforms allow a collaboration to reach the citizens who typically will not show up for a public meeting.

- Website: Virginia’s Public-Private Partnerships’ website ([p3virginia.org/](https://p3virginia.org/)) provides a great example of how a partnership can keep the public informed about its projects.
- Web-based platforms: For a list of web-based platforms that help encourage two-way communication, see [50 Tools for Online Public Engagement](https://communitymatters.org/blog/let%E2%80%99s-get-digital-50-tools-online-public-engagement/) ([communitymatters.org/blog/let%E2%80%99s-get-digital-50-tools-online-public-engagement/](https://communitymatters.org/blog/let%E2%80%99s-get-digital-50-tools-online-public-engagement/)) from Community Matters.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

- In-person meetings: The Municipal Research and Services Center walks you through a variety of in-person meeting types in Communication and Citizen Participation Techniques ([mrsc.org/Home/Explore-Topics/Governance/Citizen-Participation-and-Engagement/Effective-Communication-and-Public-Participation/Communication-and-Citizen-Participation-Techniques.aspx](https://mrsc.org/Home/Explore-Topics/Governance/Citizen-Participation-and-Engagement/Effective-Communication-and-Public-Participation/Communication-and-Citizen-Participation-Techniques.aspx)). Formats include open houses, workshops, focus groups, and more, and each is presented with several helpful real-life examples. If you're looking for advice specifically for transportation projects, see the Federal Highway Administration's extremely detailed Public Involvement Techniques for Transportation Decisionmaking ([fhwa.dot.gov/planning/public\\_involvement/publications/pi\\_techniques/](https://fhwa.dot.gov/planning/public_involvement/publications/pi_techniques/)) which provides information on different types of meetings and advice on who should participate, how to organize them, and how to improve attendance.

## FORM CROSS-AGENCY COMMUNITIES OF PRACTICE TO IMPROVE PUBLIC-SECTOR EXPERTISE IN PARTNERING WITH PRIVATE ENTITIES.



The authors found that while citizen engagement was helpful in providing information about local conditions, it did not result in an improvement in public-sector expertise or a mitigation of power imbalances between the public and private sectors — problems that can often lead to P3 failure if not properly addressed. To improve public-sector expertise, P3s “will need to look beyond citizen-generated input, to include sources like ... administrators from other agencies that have had more experiences with PPPs.”

- The Federal Highway Administration's centralized resources on P3s serve as a digital community for multiple agencies to source expertise and guidance — See its P3 Toolkit ([fhwa.dot.gov/ipd/p3/toolkit/](https://fhwa.dot.gov/ipd/p3/toolkit/)) for example.
- The Knowledge Network ([icma.org/en/icma/knowledge\\_network/home](https://icma.org/en/icma/knowledge_network/home)) is an online community from the International City/County Management Association (ICMA) that allows government officials to ask and answer questions about the issues facing local government today and easily share experience and expertise with colleagues in need. Check out the Network's Collaborative Service Delivery ([icma.org/en/icma/knowledge\\_network/topics](https://icma.org/en/icma/knowledge_network/topics)) topics for previously asked questions, blog posts, documents, and articles related to partnerships.

# FOR FURTHER READING



## From The Intersector Project Toolkit:

- Share a Vision of Success: The agreement on a set of project goals and ideal outcomes that clarify the mission and priorities of the collaboration ([intersector.com/toolkit/share-a-vision-of-success/](https://intersector.com/toolkit/share-a-vision-of-success/))
- Build a Common Fact Base: The consensus among collaboration partners as to what facts relating to the issue are most relevant ([intersector.com/toolkit/build-a-common-fact-base/](https://intersector.com/toolkit/build-a-common-fact-base/))

## Other Resources:

- P3 Public Engagement Guidelines – This guide will be useful for identifying and explaining opportunities for citizen engagement throughout various stages of transportation P3s, as well as gaining the localized expertise and experience of community members ([p3virginia.org/wp-content/uploads/2015/09/Final\\_PPTA\\_Public\\_Engagement\\_Handbook\\_August\\_2015.pdf](https://p3virginia.org/wp-content/uploads/2015/09/Final_PPTA_Public_Engagement_Handbook_August_2015.pdf)).

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February 2016



## RESEARCH TO PRACTICE

Leveraging cross-sector resources and expertise in product development partnerships for neglected diseases

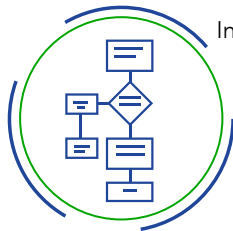
Neglected diseases are communicable diseases that are prevalent in developing countries and receive little attention from the medical industry, since the research and development of the products that would result in their prevention and treatment often has few financial incentives. In their recent article, “Can Medical Products be Developed on a Non-Profit Basis? Exploring Product Development Partnerships for Neglected Diseases” in *Science and Public Policy* ([academic.oup.com/spp/article-abstract/42/3/315/1628840/Can-medical-products-be-developed-on-a-non-profit?etoc](http://academic.oup.com/spp/article-abstract/42/3/315/1628840/Can-medical-products-be-developed-on-a-non-profit?etoc)), Viviana Muñoz, Fabiana Visentin, and Dominique Foray, Chairs in Economics and Management of Innovation, and Patrick Gaulé, Professor of Economics, investigate one possible solution to this issue — how research and development (R&D) for neglected diseases can occur through product development partnerships (PDPs).

PDPs are non-profit, self-governing partnerships, generally staffed by a small cross-sector core of project managers with experience in public health and the medical industry, and overseen by a cross-sector board, with occasional engagement from external technical or scientific experts in advisory roles or committees. PDPs stimulate cross-sector collaboration in R&D to reformulate existing drugs and vaccines and create new drugs and vaccines for neglected diseases.

The authors found that PDPs act as “systems integrators,” leveraging the resources and capabilities of business, government, and non-profit partners. From the business sector, biotechnology companies and large pharmaceutical firms often act as knowledge sources, negotiate access for compound libraries in the discovery phase, and later assist with manufacturing. Governments typically contribute public funds in the planning stages before product development begins. Academic and research institutions contribute knowledge and expertise in the discovery phase, and infrastructure and staff time during manufacturing — important to keeping costs of production low. Funding is often spread across the involved entities, which ensures that no one sector is fully bearing the risk of the project itself. With these traits, PDPs emerge as an innovative example of how cross-sector collaboration can incentivize efforts to solve public challenges that otherwise would remain unsolved.

# TAKEAWAYS FOR PRACTITIONERS

## INCREASE TRANSPARENCY IN INTERNAL OPERATIONS



Increase transparency in internal operations by entrusting a more neutral party, such as a public funder or international health organization, with oversight of the PDP’s activities, policies, and partner interactions.

## COORDINATE EFFORTS AND RESOURCES AMONG PDPs.



The authors provide the example of the interactions between the TB Alliance and the Drugs for Neglected Disease Initiative (DNDi). The TB Alliance granted DNDi a royalty-free license to develop anti-TB compounds for use against other neglected diseases in their R&D portfolio.

## SHARE INDUSTRY KNOWLEDGE AMONG PDPs.



The authors suggest that PDPs can share knowledge gained from their experiences negotiating with pharmaceutical firms, for example, allowing other partnerships to gain “a better understanding of how firms define terms such as: ‘at cost,’ ‘no loss,’ ‘fully burdened manufacturing cost,’ and ‘cost plus’” and improve the partnerships’ negotiating position.

## SET BENCHMARKS FOR A DESIRED OUTCOME.



This clarifies expectations among partners and subcontractors. For example, as one component of what is called “product profiling,” PDPs sometimes set benchmarks for product manufacturing cost and the final price, key to partnerships aiming to produce life-saving drugs with a price tag that’s affordable for the people who need them.



# FOR FURTHER READING



## From The Intersector Project Toolkit:

- Engage Potential Partners: The identification of and engagement with individuals and organizations that have a stake in the issue at hand to address their suitability for and interest in a cross-sector partnership ([intersector.com/toolkit/engage-potential-partners](https://intersector.com/toolkit/engage-potential-partners))
- Account for Resources: The determination of financial and non-financial resources from existing and potential partners ([intersector.com/toolkit/account-for-resources/](https://intersector.com/toolkit/account-for-resources/))
- Share a Vision of Success: The agreement on a set of project goals and ideal outcomes that clarify the mission and priorities of the collaboration ([intersector.com/toolkit/share-a-vision-of-success/](https://intersector.com/toolkit/share-a-vision-of-success/))
- Establish a Governance Structure: The creation of a formal or informal organizational system for project management ([intersector.com/toolkit/establish-a-governance-structure/](https://intersector.com/toolkit/establish-a-governance-structure/))
- Commit to Information Sharing: The requirement that partners share data relevant to the collaboration's efforts ([intersector.com/toolkit/commit-to-information-sharing/](https://intersector.com/toolkit/commit-to-information-sharing/))

## Other Resources:

- For examples of PDPs, see “Product Development Partnerships” from DSW ([dsw.org/uploads/tx\\_aedswpublication/1408\\_PDP\\_UK\\_A4\\_web.pdf](https://dsw.org/uploads/tx_aedswpublication/1408_PDP_UK_A4_web.pdf)).

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October 2015



## RESEARCH TO PRACTICE

Cross-sector partnerships in  
public health fighting obesity and  
noncommunicable diseases

Public health partnerships with the private sector have become increasingly common since the World Health Assembly urged the World Health Organization to bring together non-profit and business-sector partners in raising the universal health level more than 20 years ago. These partnerships have had their successes and challenges, and complex public health problems involving diverse actors and institutions persist.

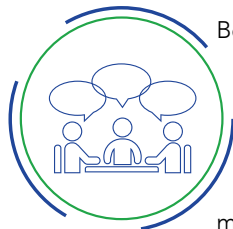
In their recent article, "[Cross-Sector Partnerships and Public Health: Challenges and Opportunities for Addressing Obesity and Noncommunicable Diseases Through Engagement with the Private Sector](https://doi.org/10.1146/annurev-publhealth-031914-122802)" ([annualreviews.org/doi/abs/10.1146/annurev-publhealth-031914-122802?journalCode=publhealth&](https://doi.org/10.1146/annurev-publhealth-031914-122802)) health science professors Lee Johnson and Diane Finegood explore cross-sector partnerships for public health, specifically those that

engage partners from the food and beverage industry to target obesity and noncommunicable disease (NCD) prevention in high-income countries. While the private sector can add value to public health partnerships, the authors warn that “poorly chosen partnerships with industries implicated as drivers of the obesity and NCD epidemics for easy money have tarnished public health’s brand and the reputation of many health organizations.” Surveying several partnerships, as well as recent literature on the subject, the authors draw conclusions on key factors to mitigate the risks of these partnerships and to encourage successful outcomes, examining trust, conflicts of interest, and monitoring and evaluation.

The authors investigated examples of cross-sector partnerships that address obesity and NCDs, such as a grant provided by Coca-Cola to the American Academy of Family Physicians for developing consumer education material; population intervention research supported by the Canadian Institute of Health Research and built on a product marketing campaign in which pedometers were distributed in boxes of Kellogg’s Special K cereal; and Shape Up Somerville, an “example of the true partnership” aimed at building and sustaining a healthy community. (This partnership was profiled in [an Intersector Project case study](#), [intersector.com/case/shapeupsomerville\\_machusetts/](http://intersector.com/case/shapeupsomerville_machusetts/).) The authors also reviewed current literature to analyze the contemporary landscape of private-public partnerships in public health targeting reduction and prevention of obesity and NCDs.

# TAKEAWAYS FOR PRACTITIONERS

## RAISE PARTNERSHIP STAKES SLOWLY AS TRUST BUILDS.



Because of a “history of industry practices that undermine public health efforts,” trustworthiness of business-sector partners in the food and beverage industry has been “a major issue” for public- and non-profit-sector partners. Yet trust is key; along with other “sociopsychological” considerations such as goal alignment and quality of communication, it may be more influential on the outcome of a collaboration than available resources or focus, according to research cited by the authors. Partners should begin with low-stakes or low-risk activities, and raise the stakes over time as trust grows.

## STEER CLEAR OF “BLIND TRUST.”



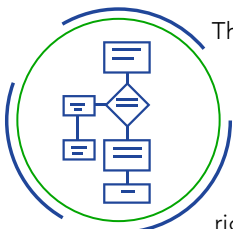
The authors caution against engaging in “blind trust,” the practice of denying known or readily available evidence for distrust, when entering into a partnership. Authentic trust must be carefully considered and cultivated.

## CREATE A CODE OF CONDUCT FOR CROSS-SECTOR ENGAGEMENT.



When working with business-sector partners, perceived and actual conflicts of interest present a serious dilemma. A perceived conflict of interest “often exists when the private sector provides the public or non-profit sector with funding, even if the funds are provided without restrictions,” the authors write. In true shared decision-making environments, the interests of the public or non-profit entity and the business entity may well conflict (i.e. a campaign to reduce sugar intake funded by a soda company). Practitioners should consider developing a code of conduct for interacting with the private sector in order to manage conflicts of interests between partners.

## BUILD IN PROCESSES FOR INDEPENDENT REVIEW AND EVALUATION OF PARTNERSHIPS.



The authors identify review and evaluation as “critical success factors” for complex cross-sector partnerships. Developing rigorous methods to evaluate cross-sector partnership is difficult, however, because of partners’ differing understanding of evaluation and because “stakeholders are often reluctant to sacrifice flexibility and expediency in favor of methodological rigor.” The authors suggest involving well-respected, independent entities to monitor and evaluate the collaboration, citing an example of the [Robert Wood Johnson Foundation](#) providing such support to the [HealthyWeight Commitment Foundation](#).

# DISCUSSION

Public health organizations in the government and non-profit sectors sometimes need partners from the business sector to provide resources, scale their work, and address seemingly intractable health challenges. But some partners could potentially impede public health goals, either by diminishing the health organization's credibility or contributing to the marketing of unhealthy brands. For example, the logo of a public health entity entering into collaboration with a food-industry partner could be used on packaging for a healthy item, when that brand also sells high-calorie, low-nutrition products. In [their article](#) examining risks that can arise when health organizations partner with the food industry ([ncbi.nlm.nih.gov/pmc/articles/PMC3042434/](https://ncbi.nlm.nih.gov/pmc/articles/PMC3042434/)), Yoni Freedhoff and Paul Hébert write that health organizations in need of financial or other resources, "should comprise unconditional arm's-length grants with clauses limiting how corporations use health organization brands. Otherwise, health promotion goals will be compromised by helping to promote unhealthy brands."

## FOR FURTHER READING



### From The Intersector Project Toolkit:

- ✦ Establish Transparency of Viewpoints: The creation of an environment in which partners can communicate openly, allowing the collaboration to address partners' differing priorities ([intersector.com/toolkit/establish-transparency-of-viewpoints/](https://intersector.com/toolkit/establish-transparency-of-viewpoints/))
- ✦ Communicate the Interdependency of Each Sector: The development of an understanding among partners of how the differing expertise, resources, and networks of each partner enable the collaboration to achieve its aims ([intersector.com/toolkit/communicate-the-interdependency-of-each-sector/](https://intersector.com/toolkit/communicate-the-interdependency-of-each-sector/))

### From The Intersector Project Case Library:

- ✦ Combatting Childhood Obesity in Somerville ([intersector.com/case/shapeupsomerville\\_massachusetts/](https://intersector.com/case/shapeupsomerville_massachusetts/))
- ✦ Creating an Environment for Healthy Lifestyles in Brownsville ([intersector.com/case/health\\_brownsville/](https://intersector.com/case/health_brownsville/))

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September 2015



## RESEARCH TO PRACTICE

Community social capital linked  
to collaborative planning in  
emergency management

Emergency management (EM) has evolved to rely increasingly on collaboration across federal, state, and local levels of government, and the business and non-profit sectors. In response, researchers have devoted attention to the factors that increase the likelihood and effectiveness of such collaborations – factors like form of government, the professionalism of emergency managers, and more. A new [article](http://journals.sagepub.com/doi/abs/10.1177/0275074013504127?etoc=) from the *American Review of Public Administration* ([journals.sagepub.com/doi/abs/10.1177/0275074013504127?etoc=](http://journals.sagepub.com/doi/abs/10.1177/0275074013504127?etoc=)) aims to add to the field by examining the effects of community context on EM collaboration, particularly networks of social capital. Authors Bonnie J. Johnson, Holly T. Goerdel, Nicholas P. Lovrich, and John C. Pierce envision social capital as a “community resource from which collaboration might arise.”

Key to the authors’ examination of social capital is distinguishing between networks

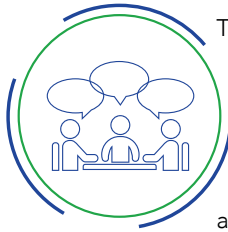


that link individuals of differing “demographic, political, and social boundaries” (bridging networks) and those that arise among similar individuals and that “reinforce exclusive identities and homogenous groups” (bonding networks). They ask how these factors affect capacity for collaboration, which they see as “the creation of stable relationships in planning for future and perhaps multiple crisis” rather than one-time, short-term collaborations that are likely reactive. Referencing previous research, the authors call this long-term collaboration the “soft infrastructure” of collaborative processes. The authors look at both formal and informal modes of collaboration, with formal collaboration defined as formal agreements and MOUs and informal collaboration defined as joint planning and informal cooperation. This distinction is meaningful, as a majority of EM local government managers identify informal contacts with other organizations as those most called upon in times of evacuation or other emergency, according to research cited by the authors.

Ultimately, this work finds that the relative presence of bridging networks in relation to bonding networks in communities makes it more likely that informal modes of collaboration will form among the many stakeholders of long-term EM planning. The authors also find that awareness of potential threats and the use of technology affect collaboration in EM planning. These findings highlight strategies for EM professionals and other public officials and managers overseeing services where timely delivery after disaster is crucial and responsibilities are shared among diverse stakeholders.

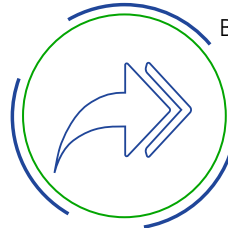
# TAKEAWAYS FOR PRACTITIONERS

## WORK WITH LEADERS IN THE PUBLIC, BUSINESS, AND NON-PROFIT SECTORS TO ESTABLISH AND SUPPORT ASSOCIATIONS, ESTABLISHMENTS, AND CENTERS THAT FOSTER BRIDGING SOCIAL CAPITAL.



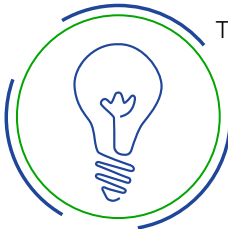
The authors’ key finding is that bridging social capital networks — those that “tend to bring people together across diverse divisions” — are positively associated with higher incidence of informal EM collaborations. Examples of bridging networks include political organizations, which tend to have “collections of interests and networks of potentially diverse elements,” as well as associations like choirs or bowling clubs. The authors suggest this finding may have relevance outside of EM planning, too: “A community’s greater experience with such bridging networks may lead to the heightened standing of inclusive collaboration as a dominant norm for the conduct of public affairs and planning more generally.”

## IDENTIFY AND ENGAGE COMMUNITY MEMBERS WHO ARE ADEPT “BOUNDARY SPANNERS.”



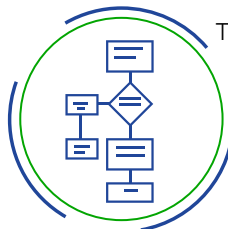
Based on previous research (McGuire and Silvia, 2010), the authors suggest that individuals who can create links across external agencies, organizations, and sectors may be key in creating informal information channels, which have been noted as important for emergency response and recovery.

## DEVOTE RESOURCES TO EDUCATING EM PROFESSIONALS AND OTHER POTENTIAL STAKEHOLDERS ON THE PRESENCE OF EM-RELATED RISKS



These risks include climate change, natural disasters, natural resource depletion, economic and social disparities, and more. This study confirms the findings of previous studies that greater levels of perceived threat from disasters and hazards are positively associated with greater levels of EM collaboration, both formal and informal.

## CONSIDER THE USE OF SOPHISTICATED TECHNOLOGY LIKE WEB EOC, E-TEAM, CAMEO/ALPHA, AND GIS IN EM OPERATIONS.



This study confirms the findings of previous studies that the use of these technologies and particularly of GIS to dispatch, manage resources, identify persons or facilities for notification of potential hazards, assess risk, etc. is positively associated with greater levels of EM collaboration, both formal and informal.

# DISCUSSION

The fabric of everyday life supports emergency response and recovery, and gaining a better understanding of the texture of everyday life and livelihoods, particularly in cities and counties where social networks span demographic, political, and social categories holds great potential. It is an opportunity to learn more about social capital's potential to increase public preparedness for disaster and readiness to collaborate. Practitioners' accounts of witnessing such stories in action and how they accelerated emergency response and recovery in their community would be invaluable to this end.

## FOR FURTHER READING



### From The Intersector Project Toolkit:

- Engage Potential Partners: The identification of and engagement with individuals and organizations that have a stake in the issue the collaboration wishes to address to assess their suitability for and interest in joining the collaboration ([intersector.com/toolkit/engage-potential-partners/](https://intersector.com/toolkit/engage-potential-partners/))

### From The Intersector Project Case Library:

- Creating a Culture of Disaster Preparedness in San Francisco ([intersector.com/case/sf72\\_sanfrancisco/](https://intersector.com/case/sf72_sanfrancisco/))

### From Intersector Insights:

- Collaborative emergency management system connects residents before, during disasters ([intersector.com/collaborative-emergency-management-program-connects-citizens-before-during-disasters/](https://intersector.com/collaborative-emergency-management-program-connects-citizens-before-during-disasters/))
- Intersector collaboration in Ohio works to improve coordination in disasters ([intersector.com/intersector-collaboration-in-ohio-works-to-improve-coordination-in-disasters/](https://intersector.com/intersector-collaboration-in-ohio-works-to-improve-coordination-in-disasters/))
- Navigating intersector collaborations in resilience ([intersector.com/navigating-intersector-collaborations-resilience/](https://intersector.com/navigating-intersector-collaborations-resilience/))

### Other resources:

- The Effect of Problem Severity, Managerial and Organizational Capacity, and Agency Structure on Intergovernmental Collaboration: Evidence from Local Emergency Management ([onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2010.02134.x/abstract](https://onlinelibrary.wiley.com/doi/10.1111/j.1540-6210.2010.02134.x/abstract))
- A Framework for Improving Cross-Sector Coordination for Emergency Preparedness and Response: Action Steps for Public Health, Law Enforcement, the Judiciary and Corrections ([cdc.gov/phlp/docs/CDC\\_BJA\\_Framework.pdf](https://cdc.gov/phlp/docs/CDC_BJA_Framework.pdf))

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August 2015



## RESEARCH TO PRACTICE

Connecting public health with  
transportation planning

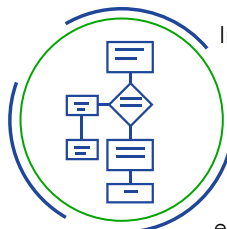
Regional transportation planning efforts that consider not only mobility and access but also the effects on the public health of the surrounding community have begun to surface throughout the United States. The integration of public health considerations into transportation planning opens the doors of two siloed communities, each comprising their own contingent of government, business, and non-profit entities, and enables the integration of each community's priorities into the other's work. New research, presented in the article "[Exploring Opportunities for Engaging Public Health Organizations in Transportation Planning](https://journals.sagepub.com/doi/abs/10.1177/1087724X14559520)" ([journals.sagepub.com/doi/abs/10.1177/1087724X14559520](https://journals.sagepub.com/doi/abs/10.1177/1087724X14559520)) authored by urban and public affairs professors Jianling Li and Colleen Casey, and county Public Health Director Lou Brewer, provides insights into the barriers to and critical elements of collaboration between public health and regional transportation planning

communities. These research findings can be useful to those managing or entering into cross-sector discussions or planning.

Li, Casey, and Brewer conducted a focus group with leaders from across sectors in both the transportation planning and public health communities in the Dallas/Fort Worth (DFW) Metroplex area. Participants represented a variety of organizations: city and county public health agencies, hospitals, university public health researchers, special district/quasigovernmental transportation service providers, state, city, and regional planning agencies, planning consultants, and bicycle/nonauto advocates. The authors also examined secondary data from 43 national case studies of successful collaboration between regional transportation planning and public health organizations. Li, Casey, and Brewer combined network theory and collaborative planning literature to provide a framework of their analysis of focus group and case study findings. While network theory tends to focus on organizational attributes that enable collaboration, like governance and decision making structure, collaborative planning literature focuses on bottom-up, process-oriented factors like authentic dialogue. In assessing their findings, the authors looked at network structure, formal mechanisms, informal mechanisms, and facilitation factors, yielding the takeaways highlighted here.

# TAKEAWAYS FOR PRACTITIONERS

**WHEN INVITING STAKEHOLDERS TO THE TABLE, TAKE AN INCLUSIVE, “ECOSYSTEM” APPROACH, LOOKING FOR THOSE WHO ARE INVOLVED IN THE ISSUE AT HAND BUT MAY NOT KNOW IT.**



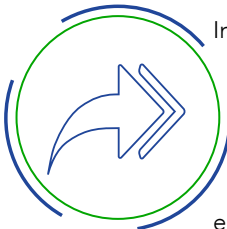
Interviewees focused on the importance of including leaders and managers from diverse organizations, particularly those who may not traditionally think of themselves as part of the public health or regional transit planning communities — school districts, academia, and developers, for example. This enables the collaboration to leverage a broad set of resources, expertise, and authority.

**CONSIDER MOU’S, NEW PUBLIC POLICIES, AND OTHER MANDATES TO OVERCOME REGULATION DISSIMILARITY AND OTHER VARIATIONS AMONG ORGANIZATIONAL STAKEHOLDERS.**



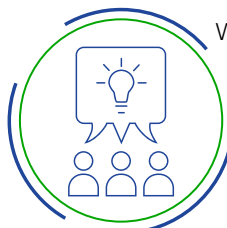
While interviewees cited regulation dissimilarity and “variations in funding, regulatory requirements, clientele, and service provision” as barriers to collaboration, they suggested that legal mandates and policy coordination among public sector partners can assist in overcoming these roadblocks.

**LEVERAGE SALIENT TRENDS AND ISSUES TO JUSTIFY COLLABORATION BETWEEN AND AMONG DISPERSE COMMUNITIES.**



Interviewees explained that linking a goal shared by two or more communities (i.e. public health and transportation) to a broader movement or policy that has support and salience can be helpful in amplifying the importance of collaboration between those communities. For example, connect healthy transportation planning to green transportation and alternative energy.

**IDENTIFY AND HONE IN ON SHARED GOALS.**

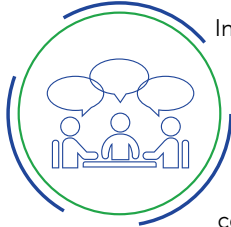


While the public health and transportation communities acknowledged having differing motivations and priorities (i.e. bike lanes vs. traffic capacity), practitioners cited the importance of identifying their shared goals (walkable communities, access to healthy foods, equitable access to transit).



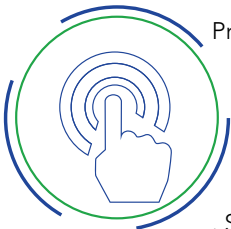
# TAKEAWAYS FOR PRACTITIONERS (CONT.)

## BUILD TRUST THROUGH TRANSPARENT PROCESSES, REGULAR DIALOGUE, AND OTHER CONCRETE ACTIONS.



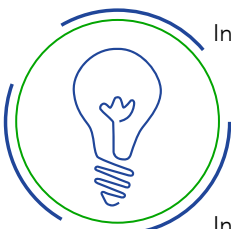
In building trust over time, practitioners cited the importance of keeping their organizational processes transparent, exhibiting effort, engaging in open and respectful dialogue, and sharing expertise and data. High levels of trust and shared understanding before entering into collaboration were reported in the 43 case studies surveyed to be factors contributing to successful collaborations.

## LEVERAGE GRASSROOTS EFFORTS BY ACTIVISTS AND COMMUNITIES TO SPUR COLLABORATION.



Practitioners saw grassroots efforts as a major driving force for shifting political will in support of collaborative efforts. "The priorities change . . . only because of the more informal collaboration that happens apart from the regulators, and really it's political, it's the bicycle organizations and the activists who are able to begin to make an impact on elected officials . . . So you begin to see priority shift in a kind of dramatic way," said one interviewee.

## ASSESS AND ADDRESS KNOWLEDGE GAPS BETWEEN PARTNERS, SUCH AS LACK OF UNDERSTANDING AND LACK OF COMMON LANGUAGE.



Interviewees cited a lack of understanding between the public health and transportation communities as a significant barrier to collaboration. Interviewees acknowledged that this lack of understanding comes largely from communities failing to educate external stakeholders about their work and priorities: "Public health doesn't promote itself," said one interviewee. Interviewees also commented on the lack of common language as a barrier, referencing "access" as an example of a term understood differently among the two communities and the confusion caused by acronyms commonly understood within one community but not the other. "We need to develop, particularly between planning, transportation, and public health, a glossary if you will," said one interviewee. Tacit knowledge sharing among stakeholders, identified as sharing feedback, concerns, inputs, and opinions, was present in all 43 case studies of successful collaboration — across scale and project focus.

## CREATE AND SHARE DATA REPOSITORIES.



Centralize data (on evidence-based policies and best practices, for example) in a database to which practitioners from concerned professions have access. This creates a holistic picture of the issue, aids in planning and evaluation, and reduces costs.



# DISCUSSION

Li, Casey, and Brewer's research identified including organizationally diverse stakeholders as a critical element for successful collaboration. But the lack of observed representation of ethnic or racial minorities among focus group participants (which the authors noted in their work) points to a current concern in regional transportation planning. [Research from Brookings](#) reports that board composition of metropolitan planning organizations (MPOs) has created an inherent bias in planning and funding processes that has tended to favor suburban transit needs over those of low-income urban areas. [Analysis of the Brookings report](#) stated that "more than 88 percent of MPO voting members were white. Because urban areas, where low-income residents and people of color are typically concentrated, are underrepresented on these boards, their interests have seen lesser play in the transportation planning decisions that MPOs are responsible for making" ([apha.org/~media/files/pdf/topics/environment/srts\\_activetranspequity\\_report\\_2015.ashx](http://apha.org/~media/files/pdf/topics/environment/srts_activetranspequity_report_2015.ashx)). Integration of public health and transportation communities offers one path to broaden the voices of those who influence transit policy, potentially increasing the valuation of the needs of traditionally under-represented communities and addressing equity in regional transportation planning.

## FOR FURTHER READING

### From The Intersector Project Toolkit:

- ❖ Share a Vision of Success: The agreement on a set of goals and ideal outcomes that clarify the mission and priorities of the collaboration ([intersector.com/toolkit/share-a-vision-of-success/](http://intersector.com/toolkit/share-a-vision-of-success/))
- ❖ Establish Transparency of Viewpoints: The creation of an environment in which partners can communicate openly, allowing the collaboration to address partners' differing priorities ([intersector.com/toolkit/establish-transparency-of-viewpoints/](http://intersector.com/toolkit/establish-transparency-of-viewpoints/))
- ❖ Build a Common Fact Base: The consensus among collaboration partners as to what facts relating to the issue are most relevant ([intersector.com/toolkit/build-a-common-fact-base/](http://intersector.com/toolkit/build-a-common-fact-base/))
- ❖ Commit to Information Sharing: The requirement that partners share data relevant to the collaboration's efforts ([intersector.com/toolkit/commit-to-information-sharing/](http://intersector.com/toolkit/commit-to-information-sharing/))
- ❖ Communicate the Interdependency of Each Sector: The development of an understanding among partners of how the differing expertise, resources, and networks of each partner enable the collaboration to achieve its aims ([intersector.com/toolkit/communicate-the-interdependency-of-each-sector/](http://intersector.com/toolkit/communicate-the-interdependency-of-each-sector/))

### Other Resources:

- ❖ Integrating public health and transportation planning: perspectives for MPOs and COGs ([narc.org/wp-content/uploads/Public-Healthand-Transportation-Info-0606121.pdf](http://narc.org/wp-content/uploads/Public-Healthand-Transportation-Info-0606121.pdf))
- ❖ At the intersection of active transportation and equity: joining forces to make communities healthier and fairer ([saferoutespartnership.org/resources/report/intersection-activetransportation-equity](http://saferoutespartnership.org/resources/report/intersection-activetransportation-equity))
- ❖ Getting involved in transportation planning: an overview for public health advocates ([walkboston.org/sites/default/files/Getting%20Involved%20in%20Transportation%20Planning%202011.pdf](http://walkboston.org/sites/default/files/Getting%20Involved%20in%20Transportation%20Planning%202011.pdf))
- ❖ From start to finish: how to permanently improve government through health in all policies ([changelabsolutions.org/sites/default/files/From-Start-to-Finish\\_HIAP\\_Guide-FINAL-20150729\\_0.pdf](http://changelabsolutions.org/sites/default/files/From-Start-to-Finish_HIAP_Guide-FINAL-20150729_0.pdf))

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June 2015



## RESEARCH TO PRACTICE

Assessing partnerships that  
protect critical infrastructure

On the heels of last month's Infrastructure Week, talk of cross-sector collaboration as an approach to designing, building, and operating public infrastructure has heightened — with discussion probing both the benefits and costs. A recent American Review of Public Administration article "Does a partnership need partners? Assessing partnerships for Critical Infrastructure Protection" ([journals.sagepub.com/doi/abs/10.1177/0275074013494754](https://journals.sagepub.com/doi/abs/10.1177/0275074013494754)) provides new insight into partnership approaches to managing infrastructure. The article provides a close look at an ongoing Department of Homeland Security (DHS) led collaboration to manage the country's "Critical Infrastructure and Key Resources" (CIKR) — a term that denotes assets that are essential to the nation's security, public health and safety, economic vitality, and way of life. "Simply put, it's power grids and water filtration plants; national monuments and government

facilities; telecommunications and transportation systems; chemical facilities and much more,” according to the Department of Homeland Security (DHS).

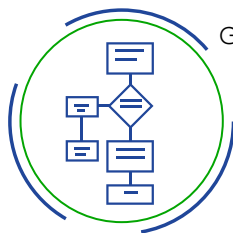
The vast majority of the nation’s CIKR is owned and operated by private interests; it’s not surprising, then, that DHS must leverage partnerships to protect these assets. DHS’s “Critical Infrastructure Protection” (CIP) partnership includes non-governmental organizations, private firms, federal agencies, state agencies, and local governments in 18 key industries related to critical infrastructure, ranging from agriculture, energy, and the environment to banking and transportation. Unlike other partnership models “in which goals are defined, partners are manageable in number, and tasks are known,” observes author Chris Koski, “CIP spans a wide range of actors whose tasks are unclear and continually evolving.” Also, DHS has “little ability...to compel action” and “very few additional resources to offer partners.”

This complex partnership structure is hierarchical at the top and network-based and diffuse at the bottom. DHS operates as the lead agency and is responsible for selecting agencies with which to partner, providing program direction and assigning tasks, while the remaining partners work through their respective horizontal and vertical relationships (including state and local governments where relevant) to implement risk and emergency management strategies as directed by DHS.

In the context of this broad, complex federal partnership, Koski outlines these key elements that practitioners should consider when designing a successful partnership.

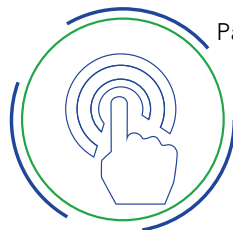
# TAKEAWAYS FOR PRACTITIONERS

## A PLANNING PROCESS THAT ISOLATES CLEAR GOALS AND ASSIGNS TASKS TO KEY PARTNERS



Goals give partnerships stability and structure where only a diffuse structure may exist, as is the case with CIP.

## A PERFORMANCE MONITORING SYSTEM



Particularly in a diffuse system like CIP, where sanction or compelling action is impossible, information disclosure “gives a sense that actions undertaken by partners are being evaluated.”

## A COMMITMENT TO TWO-WAY INFORMATION SHARING



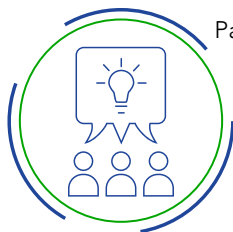
Mutually sharing information that is relevant to and directly impacts the partnership’s ability to meet its goals through secure means may instill trust and enable accountability.

## COMMONLY HELD GOALS AMONG PARTNERS



Partners whose goals closely match the goals of the partnership are more likely to pursue partnership goals.

## ORGANIZATIONAL CULTURE OF COLLABORATION SHARED BY PARTNERS



Partners should assess and consider whether partners’ organizational cultures are accustomed to collaborative efforts.

# TAKEAWAYS FOR PRACTITIONERS (CONT.)

## ABILITY TO LEVERAGE EXISTING RELATIONSHIPS



Actors with existing working relationships are more likely to work together in the future, and partnerships are more successful when they activate existing networks.

## TRUST



Trust is key in building the informal powers of exhortation for the leader of the partnership.

## DISCUSSION

Based on his review, the author found several issues that make it difficult to suggest that this partnership model has so far been successful. First, the partnership lacks a clear definition of what falls under “critical infrastructure.” CIP has worked to formalize both traditional (transportation and energy) and nontraditional (historical monuments and agriculture) infrastructures as “critical infrastructure” to varying degrees of success. This shifting definition has ultimately led to uncertainty in task assignment. DHS encourages managers to implement certain models of risk assessment and mitigation, but does not explicitly assign specific tasks to be completed by them and their agency — a shortcoming in a key principle for effective collaboration outlined by Koski. Thirdly, the lack of a performance monitoring system further exacerbates the lack of accountability from partners and ability of financial tracking mechanisms to trace the use of public funds through the partnership. Fourthly, the author found that, in some instances, threats were underreported because agencies, such as the Department of Defense and the Department of Energy, were unwilling to report their own vulnerabilities to other partners believing that the expertise to address these vulnerabilities lied only within their agency.

In this era of surveillance and perceived and actual threats, integrated emergency management responses top the list of policy priorities, particularly at the federal level. Long-standing emergency management, intersector partnerships that lack a clear understanding of the issues they aim to address, a commitment to securely share mutual information, and clearly articulated tasks for partners to complete run the risk of operating inefficiently and improperly using public funds, undermining the safety they aim to protect.

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May 2015



## RESEARCH TO PRACTICE

Wildfire management and  
perceived mission alignment

Like most natural disasters, large scale wildfires do not respect jurisdictional boundaries, the authors note. This makes wildfires an excellent test case for exploring the sometimes conflicting missions and approaches among the various federal, state, and local agencies tasked with wildfire management. Differences in mission and approach are not “inherently harmful or undesirable,” write the authors of a new article in the *Public Administration Review* ([onlinelibrary.wiley.com/doi/10.1111/puar.12353/abstract](https://onlinelibrary.wiley.com/doi/10.1111/puar.12353/abstract)), as the differences may “reflect the strategic decisions of agencies to serve divergent yet meaningful purposes.” But they may “create tensions” that require proactive management to produce a successful collaboration.

Consider these differences, for example: While the U.S. Forest Service (USFS) and Bureau of Land Management (BLM) follow “multiple use mandates” — meaning the flexible manage-

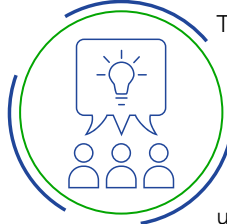


ment of lands so they best meet the present and future needs of the American people — the National Park Service (NPS) and U.S. Fish and Wildlife Service (USFWS) have narrow, singularly-oriented missions. The conflict between these approaches can be seen in the debate over whether to follow a suppression-oriented approach to wildfire management, which prioritizes the singular approach of extinguishing wildfires, or whether to more flexibly allow wildfires to burn naturally and play an ecological role in a fire-adapted ecosystem.

In “Conflict and Collaboration in Wildfire Management: The Role of Mission Alignment” ([onlinelibrary.wiley.com/doi/10.1111/puar.12353/abstract](https://onlinelibrary.wiley.com/doi/10.1111/puar.12353/abstract)), authors Casey J. Fleming, Emily B. McCartha, and Toddi A. Steelman hypothesize that perceived mission differences like the one above would, indeed, play a role in perceived ability of agencies to manage conflict and collaborate effectively. Yet managing conflict is an inherent activity in managing collaborations, where partners must balance sometimes competing missions of their organizations and of the collaboration. Their findings, which generally support their hypothesis, hold key lessons for practitioners.

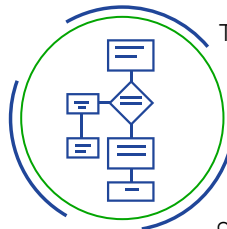
# TAKEAWAYS FOR PRACTITIONERS

## BE MINDFUL OF THE IMPACT OF THE VARYING MISSIONS OF COLLABORATION PARTNERS ON PERCEPTIONS AMONG PARTNERS OF THE ABILITY TO MANAGE CONFLICT AND COLLABORATE EFFECTIVELY.



The authors found that perceptions of mission misalignment directly affect perceptions of capacity to manage conflict. Specifically, the authors found that USFS personnel perceived significantly less mission misalignment with BLM than other federal agencies that have narrow missions, suggesting that the similarity in the agencies' formally stated multiple use missions influences perceptions of their ability to work together. Cross-sector partners inevitably come to collaborations with varying organizational missions, even if they Share a Vision of Success ([intersector.com/toolkit/share-a-vision-of-success/](https://intersector.com/toolkit/share-a-vision-of-success/)). We suggest that Establish a Transparency of Viewpoints ([intersector.com/toolkit/establish-transparency-of-viewpoints/](https://intersector.com/toolkit/establish-transparency-of-viewpoints/)) and having open, honest discussions about these perceived differences can be a powerful mitigation strategy. Collaborations that prioritize consensus building in areas such as Build a Common Fact Base ([intersector.com/toolkit/build-a-common-fact-base/](https://intersector.com/toolkit/build-a-common-fact-base/)), Agree on Measures of Success ([intersector.com/toolkit/agree-on-measures-of-success/](https://intersector.com/toolkit/agree-on-measures-of-success/)), and Establish a Governance Structure ([intersector.com/toolkit/establish-a-governance-structure/](https://intersector.com/toolkit/establish-a-governance-structure/)) may also be better suited to address these perceived differences and mitigate the conflicts that may arise from them.

## WORK TO BUILD DECISION-MAKING AND PROJECT-MANAGEMENT STRUCTURES UPON WHICH ALL PARTNERS AGREE.



The authors note that formal collaborative structures such as the Incident Command Structure (ICS) — which “requires actors [during wildfires] from all levels of government to assume set positions in a prespecified, practiced, hierarchical, response team to achieve a unified mission” — does not mitigate perceptions of mission misalignment. “This is problematic only in that the policies that encourage collaboration through structural frameworks ... may not be creating the type of conflict-free collaboration intended,” the authors argue. “Alternatively,” they offer, “recognizing these differences creates an opportunity to more explicitly ‘agree to disagree’ about how a wildfire is managed given the differing missions and mandates.” This highlights the critical nature of building consensus around collaboration steps such as Establish a Governance Structure ([intersector.com/toolkit/establish-a-governance-structure/](https://intersector.com/toolkit/establish-a-governance-structure/)) and Identify a Manager ([intersector.com/toolkit/identify-a-manager/](https://intersector.com/toolkit/identify-a-manager/)). When partners have confidence in the process used to establish these formal systems and processes, they are more likely to have confidence in the decisions made.

# DISCUSSION

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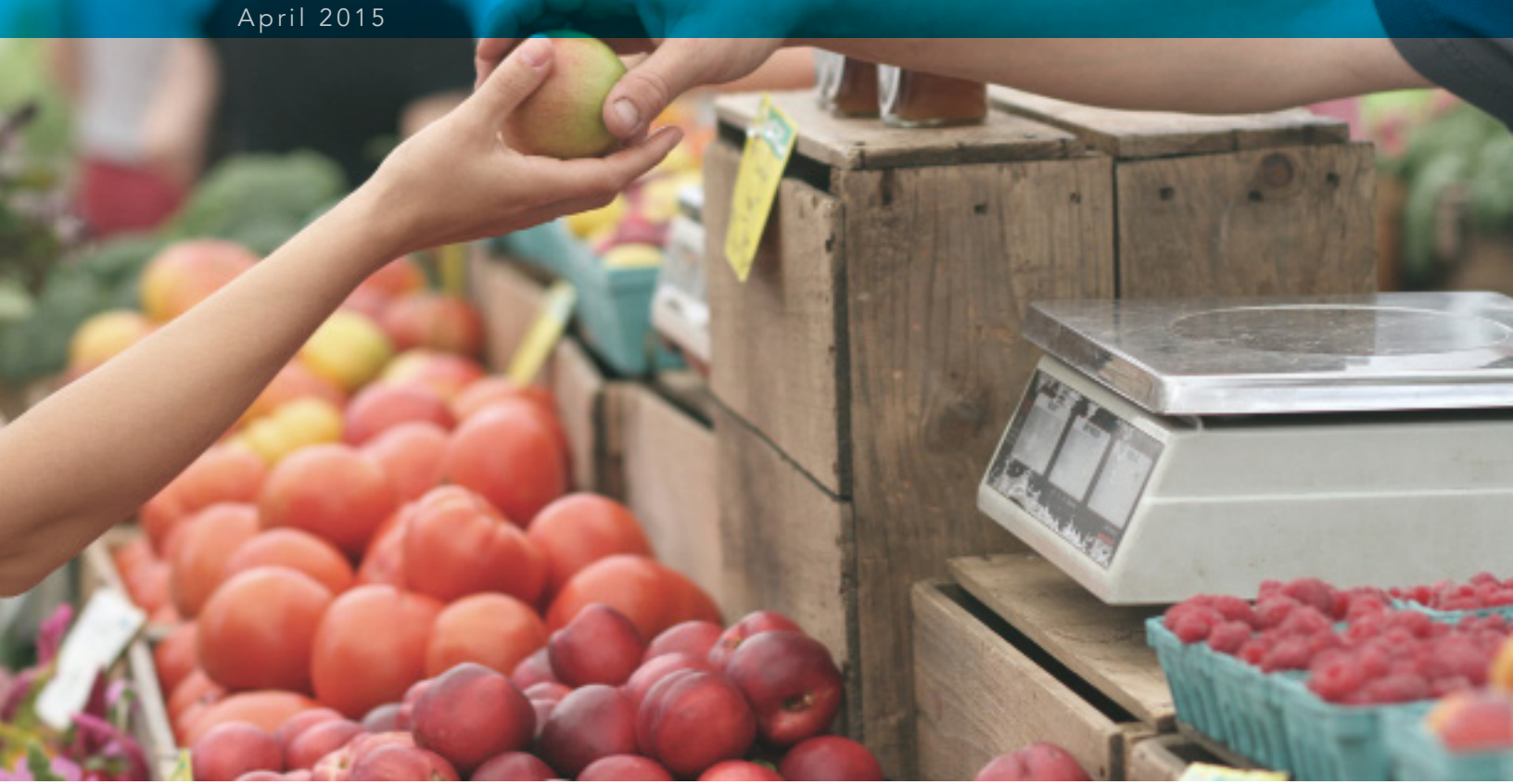
While the authors here focus on perceived misalignment of mission among partners, we're interested in how practitioners can manage both perceived and actual misalignment. Complex relationships among organizations with differing missions are a necessary part of any intersector collaborations. Our Toolkit highlights strategies for mitigating the conflicts this misalignment can cause. And we recommend you take a look ([intersector.com/toolkit/](https://intersector.com/toolkit/)).

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April 2015



## RESEARCH TO PRACTICE

Designing collaborative councils  
to improve policy outcomes

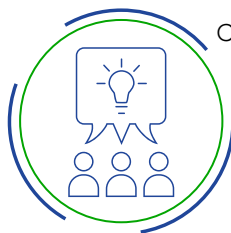
Food policy councils (FPCs) are increasingly common in the United States. These collaborative governing bodies, found at the local, state, and regional level, bring together diverse food system stakeholders to develop policies or policy recommendations through a holistic, systems-wide approach, rather than through isolated, piecemeal strategies. Like collaborative councils in other issue areas, FPCs are often tasked with addressing a broad array of complex, interrelated issues, such as access to healthy foods, agricultural policies, obesity-related issues, and more. What, if anything, can practitioners do to design these councils so that they are more likely to generate the diverse policy outcomes that are demanded by complex food systems challenges?

In "How Policy Rules Shape the Structure and Performance of Collaborative Governance Arrangements," published in the Public

Administration Review ([onlinelibrary.wiley.com/doi/10.1111/puar.12352/abstract](https://onlinelibrary.wiley.com/doi/10.1111/puar.12352/abstract)), authors Saba N. Siddiki, Julia L. Carboni, Chris Kioski, and Abdul-Akeem Sadiq examine FPCs and explore how the policy-mandated stakeholder composition of these governing bodies contributes to the diversity of their outputs. The authors' work holds lessons not only for FPCs but for collaborative governing bodies in public health, emergency management, sustainability planning — any area in which diverse, systems-level policy outcomes are desirable.

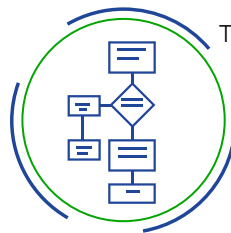
# TAKEAWAYS FOR PRACTITIONERS

## DESIGN COLLABORATIVE COUNCILS TO COMPRISE A BROAD NETWORK OF COMMUNITY FOOD STAKEHOLDERS.



Councils with greater diversity among members produce more diverse policy outcomes.

## CHOOSE STAKEHOLDERS THROUGH A CAREFUL ASSESSMENT OF THEIR LEVEL CONNECTIVITY WITH FOOD SYSTEM NETWORKS.



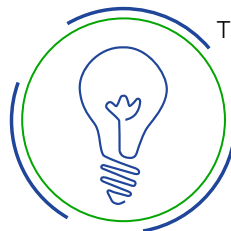
The authors suggest there is a “sweet spot” of connectedness and diversity where council members are “embedded enough in their own stakeholder groups to have legitimacy and access to important resources” but also are able to maintain alliances with the diverse members of the FPC.

## ALLOW AND ENCOURAGE THE COUNCIL TO CONSULT AND COLLABORATE WITH EXTERNAL STAKEHOLDERS.



FPCs that collaborated with non-members in developing policy produced more diverse policy outcomes, even if their focus was designed to be narrow.

## ALLOW / ENCOURAGE COUNCIL MEMBERS TO REPRESENT NOT ONLY THE PERSPECTIVE(S) OF THEIR ORGANIZATIONS, BUT THEIR PERSONAL PERSPECTIVE(S), AS WELL.



The authors found that “councils in which members represent their personal perspectives, independently of or in conjunction with their organizational perspectives, have more diverse outputs than councils in which members primarily represent organizational perspectives.”

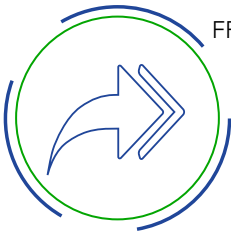
# TAKEAWAYS FOR PRACTITIONERS (CONT.)

## ENSURE THAT GOVERNMENT REPRESENTATIVES WHO ATTEND COUNCIL MEETINGS ARE NOT PROXIES BUT HAVE DECISION-MAKING POWER.



Council decision making can slow because of the allowance of proxies rather than key decision makers in FPCs. In many cases government representatives had to “take all issues back to their administrators for approval or disapproval, which led to a narrower range of possible policy outputs.”

## SECURE STABLE FUNDING.



FPCs that produced fewer and less diverse policy outputs lacked stable funding from their respective government jurisdictions.

# DISCUSSION

What do the authors’ findings mean, more broadly for practitioners, and where could future research be helpful? In our complex world, diversity in policy-related outputs is crucial; it reflects the complexity of solutions needed to address of certain issues. Enlisting a variety of stakeholders to a collaborative council may ensure that previously unconsidered perspectives about the impacts of current and proposed policies are taken into account and discussed among decision-makers before they become formal recommendations. Also, advisory councils that have a balanced diversity of members may produce more refined, interconnected policy objectives that, if considered, may help to develop comprehensive approaches to address deep-seated issues holistically.

Because intersector collaborations ask practitioners to balance sometimes competing motivations and activities of their organization with those of the collaboration, we are particularly interested in actionable steps practitioners can take to encourage the “sweet spot” of connectedness to which the authors refer. What specific considerations should practitioners make when choosing partners to ensure they are deeply connected to key networks but open to developing an allegiance to the collaboration? Are there tools practitioners can use to assess and encourage this kind of connectedness? How can practitioners meet complex organizational needs when negotiating terms with diverse stakeholders?

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