LOCAL INNOVATORS
Leaders in Local & Regional Collaboration

Monadnock Local Living Economy

The following document is the product of nine interviews with a diverse sampling of local and regional leaders in the Monadnock Region of Southwest New Hampshire. Included within are nine case studies that highlight challenges and innovative solutions for collaborating locally and regionally. Also included are tips and resources for groups and individuals seeking to improve their own collaborative efforts.

Local Innovators:
Leaders in Local & Regional Collaboration

Collaboration, working with others to achieve goals, is both a strategic part of how these individuals and groups operate as well as simply how they think.

The following case studies are products of nine interviews with a diverse sampling of local and regional leaders in the Monadnock Region of Southwest New Hampshire.

These individuals are organizational leaders, chairs of cross-organizational groups (coalitions, commissions, and networks), and engaged citizens.

The perspectives, experiences, and knowledge shared in these interviews are at once unique to these individuals, organizations, and the region, and can be applied somewhat universally to all those working together.

Out of these interviews came themes and commonalities that provided insight into the questions:

1) What makes for successful collaboration?
2) What challenges do groups face to successful collaboration?
3) What common needs do groups have?
4) What innovative solutions are being proposed?

The first three questions are addressed below and the following individual case studies will dig deeper into innovative solution-building.

Themes of Success

⌘ **Shared successes.** The group works towards and upholds achievements (whether small or large). This keeps the members motivated and the group moving towards common goals.

⌘ **Strong leadership.** A strong leader is both a visionary and a skilled facilitator that actively builds partnerships, supports the work of group members, and is committed to the group and its cause.

⌘ **Compelling purpose.** Both the members and the group as a whole are led by a strong purpose or compelling reason for doing the work. This can be structured within the vision, mission, and specific action plans, or it can be a personal connection to the cause.

⌘ **Trust and respect.** These two qualities are essential to maintaining a cohesive group.

⌘ **Clear understanding of roles.** This avoids unnecessary confusion that might lead to frustration or even dissolution.

Themes of Success (continued)

- ⌘ **Community input.** The group provides regular opportunities for the community impacted? by the effort to inform its direction.
- ⌘ **Inclusive/broad-reaching participation.** The group draws cross-sector, diverse talent, energy, and information from both key players and 'new blood.'
- ⌘ **Statewide and regional collaboration.** When possible, the group taps into statewide and regional efforts for support, advice, and partnerships.
- ⌘ **Motivation to be involved.** Passion, enjoyment, interest, and deep roots in community are all motivations for involvement.
- ⌘ **Use existing resources for solution-building.** When searching for solutions the group doesn't re-invent, but stays informed and taps into what's happening in the community.
- ⌘ **It's all about relationships.**

Common Challenges

- ⌘ **Funding.** Particularly lack of a long-term, steady income stream.
- ⌘ **'Mission creep.'** Allowing funding to dictate mission rather than the other way around.
- ⌘ **Value of service.** Lack of or misunderstanding of the service being provided.
- ⌘ **Value of mission.** Lack of or misunderstanding of the cause and its goals.
- ⌘ **Perceived competition.** Fear of collaborating based on competition for limited resources.

Common Needs

- ⌘ **Leverage local resources.** Better strategies for leveraging local resources and funding.
- ⌘ **Long-term funding.** Greater access to long-term funding sources.
- ⌘ **Paid staff.** Dedicated funding to carry-out responsibilities currently up kept by volunteers.
- ⌘ **Networking resources.** Training to help people think about networks, a system for finding out what other groups are doing, and ways to connect with other efforts.
- ⌘ **Collaboration training.** Training and tips on various group processes and collaborative planning strategies.
- ⌘ **Shift in consciousness.** Public shift away from thinking in silos, toward collaborative, systems-thinking.

*The following case studies are the products of interviews conducted in Spring 2012. Due to the dynamic nature of these groups, circumstances and various details may have changed since the original development of these case studies. The hope, however, is that the innovative solutions within will continue to remain relevant for groups involved in this work.

COMMUNITY
DRIVEN

Kristen Vance
The Grapevine— Antrim, Bennington, Hancock, and Francistown, NH

The Grapevine Family & Community Resource Center mission is *"to promote family and community health and well-being through support, education and the sharing of resources"* with its target area including the towns of Antrim, Bennington, Hancock, and Francestown. The organization is comprised of a Board of Directors, eleven part-time staff, including an Executive Director and a Program Director, as well as hoards of volunteers and active community participants.

What does it mean to be 'community-driven'?

Founded by a small group of townspeople looking for ways to bring support services to local families, The Grapevine's organizational structure was built and grew around the pillars of community input and support. The local community provides directional input, program support, financial support, and general participation. Executive Director, Kristen Vance looks at the opportunities offered *"through the eyes of the people in town."* She continually asks the question, *"What is it that you'd like to see?"*

What makes The Grapevine successful?

Philosophy

At the center of Kristen's philosophy as The Grapevine's organizational leader are the practices of trust and support. Kristen shares that when working with community groups it's all about allowing the conversation to happen.

> *"I really love the conversation because over the years I've learned that it's going to go somewhere. Sometimes it takes a while, especially if you engage a diverse group of people, which we try to do. So, it's going to be a while of people sharing very different ideas of what should happen and then people all coming together finally with a plan."*

As a non-profit leader Kristen's management style is to support what's going on.

> *"I trust the people that I hire. And I trust the volunteers that come in to do their job and to do the right thing. And that works. You hire good people...people are*

attracted because they're doing good things, so they are interested in helping, so you don't need to micro-manage. So that's when things really take on a life of their own."

Kristen is excited to see when projects take on a life of their own because that means they are imbedded in the community. She emphasizes that The Grapevine is *"not into building an empire."*

Unique Programs

In 2003, the Grapevine convened a group of representatives from the four-town area, including law enforcement, parks and recreation, the library, churches, schools, scouts, and civic groups. This group became known as the Brown Bag Coalition (BBC), with its initial focus on coordinating and expanding local offerings for youth. Since its beginnings the BBC has promoted the establishment of the Before & Afterschool Club and the Avenue A Teen Center. Recently the group has expanded its efforts to support the engagement of senior citizens in local efforts. Due to the nature of the BBC, all of these efforts involve collaboration at their core. Kristen speaks to the unique partnerships that together form the Before & Afterschool Club:

> *"The Grapevine administers the program, it's housed at the school with the school's support, and it's under the umbrella of the town Rec. Department, so it's sponsored by town Rec. That makes it so we can offer it very inexpensively because we don't have to take care of overhead."*

Also in 2003, a group of citizens from the four-town area began meeting with the Grapevine to look at community health and well-being. "The Four Town Group" has since developed Community Suppers and the People's Service Exchange (a coordinated structure for exchanging services with neighbors), created a plan for local community transportation, and worked to organize the area in a community preparedness effort that had citizens ready for the harsh winter of 2008/2009. *"It's a group that the membership has changed over time. There are a few people who've been on The Four Town Group since 2003, but you sort of pull people in, depending on what the particular issue is."*

The Grapevine is home to many more innovative programs, but none other is more community-driven than the Community Wood Bank, which provides free firewood to families who can't afford to buy it. Kristen explains that it really runs itself because it's fun. One regular Wood Bank volunteer talks about the fall work parties to prep the wood as *"The highlight of my fall."*

Funding Focus

<u>*Starting with community*</u>

Kristen shares her unique perspective on how the community can play a role in dictating how programs are funded:

> *"So when I started, I started looking at how to diversify the funding base. And interestingly, looking at the financial feasibility of an organization; that goes hand-*

in-hand with building this sort of human resource capacity and engaging the community in what you're doing; it goes together. I think that if organizations strictly look to the government or to private organizations or one or two sources for their funding they lose out a lot on the ability to bring the community in, to really find out what the opportunities are the in the community from the people who live there."

Following this philosophy, in its early stages, The Grapevine approached the towns it served for financial support.

"That was a really great opportunity for outreach and it brought more people into the fold, because we had to go and talk with groups and churches and civic groups and talk with select boards and of course ultimately go to town meeting."

<u>Programs before proposals</u>
Kristen was a part of a group that influenced NH Charitable Foundation's development of an operating grants program. Her stance continues to be: *"We don't need seed money. We don't need project money. We need money to keep doing what we're doing."*

Kristen challenges funders and others who are pushing groups to collaborate without knowing why they want to or whether it's a good thing. She is concerned that people are being told that they need to collaborate, how they need to do it, and why they need to do it. She encourages groups to think differently:

"It's going to be different for every organization. It's the integrity of your organization's mission; understanding what it is and why you're here; and you will naturally be able to see who, what organizations to collaborate with for the benefit of the people you're serving. ...The classic barriers like money, people struggling for the same dollar doesn't make it possible to collaborate. ...The sustainability all comes in one package: mission, who you're benefitting; not the money and then the program."

The same philosophy goes for how Kristen and her Programs Director write grants:

"We do well with grant proposals also because we really believe in what we're doing and we don't just look for money. We decide what we want to do and then find somebody else who'd be excited about it, and then the excitement goes onto the paper and they can see that it's cool and that it's worth investing in."

What challenges does The Grapevine face?

This year was The Grapevine's first year without any state funding. Kristen continues to look for ways to diversify their funding sources. She knows they need to bring in money from their programs, but it's hard to ask for money once you've offered something for free.

In what ways does The Grapevine use innovation to build solutions?

The organization is planning to try work on its steady local income stream by looking for money within their current programs. The idea is to set a fee for their programs and then offer scholarships for those who can't afford to pay. The strategy is about more than just bringing in money. Kristen explains:

> *"We feel like that also sort of gives a value to what we offer. And more and more we're trying—I think we're doing better with the paradigm shift—of shifting from thinking of poor non-profit to an entity that really provides something of value to the community. And that's just one way to determine value, is cost...It really does inform you. It gives the opportunity for the community to inform you about what you're doing, about whether it's important, whether it's benefitting them, whether you're doing the right thing. So they're really intertwined in that way."*

⌘   To learn more about The Grapevine's latest efforts, visit: http://www.antrimnh.org/pages/antrimnh_about/thegrapevine.

RESOURCE
MAPPING

Julie Davenson—former coordinator of Community Connections for Afterschool Networking (CCAN)—Monadnock Region, NH

CCAN is a non-profit coalition comprised of member organizations, community partners, a Board of Directors, an Advisory Committee, and a Coalition Coordinator. *The mission of CCAN is to ensure all children and youth living in the Monadnock region have access to quality and affordable out of school time programs by identifying, supporting and aligning the best programs, policies and practices that improve the health, education and well-being of children, youth and their families.*

Why Map Resources?

Resource mapping allows us to look at what resources are coming into the community, how they're being used, and if there is a way to allocate them differently. This is particularly valuable at a time of scarcity, to lift the quality of all programs equally. Rather than competing for limited resources, this strategy looks for smart ways to share costs and resources.

What is CCAN already doing?

CCAN started in 2004 as an informal network of youth service workers seeking peer support and professional development opportunities. Julie Davenson, former CCAN Coalition Coordinator, explains,

> *"There has always been some sort of network that formed...that you naturally gravitate toward each other to share information and problem-solving processes that you have to go through to achieve your goals. So, I think that's always been a natural part of what the profession does."*

The group has maintained monthly networking sessions over the years that allow for providers to share opportunities, challenges, resources and ideas. Throughout the years the group has also engaged in collaborative grant writing and training based on collective need. CCAN encourages membership in the State Affiliate for the New Hampshire Chapter of the National Afterschool Association so that providers within their network can receive the associated benefits as well as promote professionalism and respect for the youth provider profession.

What will move CCAN forward?

CCAN recently completed its strategic planning process that has involved stakeholders from providers, youth, and families impacted, as well as others who can see the bigger picture of the group's future. Following this the group plans to embark upon comprehensive resource mapping. Julie sees resource mapping as a way to better coordinate resources for CCAN's member out-of-school-time providers and ultimately provide higher quality programming to all participants equally.

The results of this mapping will be used to inform multiple strategies, including the possibility of setting up a *Shared Service Network*. A Shared Service Network serves its members by looking at common services needed/used and strategizing ways to coordinate resources and cut costs. In the case of CCAN, a Shared Service Network might look at negotiating better rates for food and transportation costs by working with local vendors. A Shared Service Network might also look at sharing costs for insurance, sharing staff between sites, and sharing strategies for income generation.

What are some of the challenges that CCAN has faced in its development and how have they been addressed?

Julie Davenson speaks to one of the primary challenges to shifting provider thinking towards shared resources, particularly in terms of funding:

> *"Of course when you talk about change that can be fearful for a lot of people. You know, what is that going to look like for not only their personal livelihood, but also the people they're serving. ...But you just have to keep coming back to the question of what is the greater goal we're working on, what do we need to do that, and where do we fit into this picture?"*

To address these fears, Julie explains that you need to take the time to build trust among your network members. *"This is really about building relationships and you can't rush that."* Of course, at the same time CCAN is faced with funding pressures that dictate the pace of their work. Julie adds, *"So there's this fine balancing act of honoring the pace and the relationships and how they'll naturally evolve, but also an urgency to get things moving so that we don't lose this opportunity."*

Julie hopes that the re-structuring proposed through resource mapping and the Shared Service Network model will begin to alter CCAN's dependence on such project-driven funding sources. This new model shifts funding control from funders dictating the groups' ability to achieve their mission, to the mission driving the way resources are allocated.

What resources have helped CCAN to determine its new directions?

Resource mapping:

- ❖ Handout, "Funding Services for Children in Tennessee," found at http://www.tn.gov/tccy/adv1105.pdf
- ❖ United Way and NH Charitable Foundation conducting a joint assessment

Planning processes:

- ❖ Website, *Ready By 21* at http://www.readyby21.org, free resources, including downloads and monthly webinars. Focused on youth programs, but their processes are all about bringing together all the people working towards a common goal. Four major categories: 1) Building Broader Partnerships 2) Setting Bigger Goals 3) Collecting and Using Better Data 4) Taking Bolder Actions.

Funding:

- ❖ Website, *The Finance Project* http://www.financeproject.org, free downloads. Primarily focused on youth, but also broadly applicable topics such as "Building Capacity for Better Results" and "Aligning Policies and Funding to Support Youth Programs"

To learn more about CCAN's latest efforts, visit: http://ccannh.wikispaces.com.

HUB & SPOKES
NETWORK

John Kondos—Monadnock Sustainability Network (MSN) Monadnock Region, NH

The Monadnock Sustainability Network is a group of business and community leaders who support sustainable living practices through education, outreach, and collective action. Our vision is to make the Monadnock region a recognized model and imitated example for sustainable living. MSN is a non-profit which currently consists of a volunteer Board of Directors.

What is a 'hub & spokes network'?

As envisioned by John Kondos, current Interim President of the Monadnock Sustainability Network (MSN), a 'hub and spokes network' is based on a central organization or place that acts as the 'keeper' of information. This central organization/place, referred to here as the 'hub,' collects information from participating groups and individuals which form the 'spokes' of the network. From this central point information is shared, enabling groups and individuals to connect to other groups and individuals, forming an outer circle of sharing that gives the network its form.

How is MSN living & dreaming the vision?

John and other Board members envision MSN as a potential 'hub' for regional sustainability initiatives. They see this 'hub' as a place where the different entities working on sustainability in the region can go to share ideas and communicate.

> *"There are lots of folks doing things in food, energy, health and other areas. Nobody's tying all of those things together. The hope is that MSN could be that sort of hub...try to bring it all together so that people can find out what is going on and how to access different things."*

The group started out with a somewhat different focus, as a small group of business owners who were already committed to sustainability practices. Over the last few years, MSN has made a significant transition from a relatively small and closed network to something more open.

Currently MSN is focused on education and outreach to get even more of the community on board. John recognizes the need to make the net wider:

> *"It's not the people who are already on board; it's the people who need to be brought in, who don't know how to pursue, don't know that they should pursue, or would like to see how to do it if someone would give them insights."*

The group works to reach a broader audience through several successful small scale projects, including: contributions to a regular 'Green Monadnock Column' in the Monadnock Shopper that highlights local sustainability issues; involvement in the Green Business of the Year Award which recognizes the achievements of local sustainable business leaders; organizing the monthly Keene Green Drinks, an opportunity for social networking and education on sustainability-related topics; co-sponsoring of the 10% Challenge which supports local businesses in making voluntary efforts to reduce greenhouse gas emissions; regularly updating the MSN website to include local sustainability-related postings; and hosting forums and workshops for educating the public on various sustainability issues (such as Button Up New Hampshire, which provides workshops on energy conservation options).

John sees all of the good sustainability work happening in the region and sees the network as a way to spread ideas and bring new people onto the path:

> *"The need has never been greater, climate change is the greatest risk facing mankind and sustainability more vital. The first step on that path is making sure that everyone who is on that path is aware of each other and what they're doing, looking at best practices, and how do you take this and spread it to the rest of the community."*

Additionally MSN is the keeper of the Monadnock Sustainability Plan, which reflects the priorities, concerns, and best practices for energy conservation planning of regional citizens, organizations, academic institutions, and governmental bodies. John hopes that by promoting the plan and making it accessible on MSN's website it will stimulate municipalities, companies, organizations, and individuals take advantage of the different segments of the plan.

What challenges does MSN face to moving forward?

As MSN's vision for the future develops there are several hurdles they are working to overcome in their efforts to create a successful network and real change.

Steady income

The ever-present struggle for steady income is a primary challenge for the group. Even though the group has non-profit status, enabling the generation of income, they are still looking for ways to bring in regular funding. Lack of funding for a paid staff person to move the group and its

efforts forward keeps MSN tied to small accomplishments. John explains the difficulty with staying focused on things the group can accomplish with limited time, money, and resources, often *"accepting that baby steps are good and holding off on doing something bigger."*

Bringing in the business sector
Although the group has done much to move the business community forward in their sustainability efforts, John recognizes the difficult task of asking business owners to do more than they're busy lives allow.

Expanding membership
In addition to the conceptualization of the 'hub and spokes network' concept, MSN is still working to figure out the best strategy for bringing in the broader public. They have talked about having a dues structure for MSN, which would also contribute to building a steady income stream; however the group hesitates to solicit membership because they would want to provide their members with something of value and haven't been able to agree on what that is.

In what ways does MSN use innovation to build solutions?

Sharing Costs
Recognizing that funding is an issue for many other non-profits, John suggests a low-cost option for groups on a limited budget—shared office space and administrative staff to support multiple local organizations in need of such resources. The administrative staff could help with mailings, publicity, and other basic support tasks for the various organizations.

Business standards & support
As a business owner himself, John understands the difficulty of balancing community involvement with the all-consuming task of running a business. While the task is complicated he sees potential solutions to increasing business involvement. One idea is a staff person dedicated to involving businesses in sustainability efforts (partly involved with the 10% Challenge). This staff person could support interns to help businesses with their goals.

However, businesses must have the incentive in the first place to improve their sustainability practices. John explains, *"We don't have anything that makes a business aspire to be green."* He is interested in providing metrics for businesses to become more 'green.' These benchmarks would help businesses see where they are meeting the standard in sustainability practices, where they are exceeding, and where they are falling short. This gives businesses a path to look for, as John explains, *"We want all of our businesses thinking that way; that's how you build a sustainable community."*

Filling the vessel
In a separate interview, Amanda Costello, current MSN Secretary, spoke of MSN as an 'empty vessel.' While the group has already made strides toward promoting sustainability in the region,

as mentioned earlier, they are looking for the appropriate role for their existing structure to most benefit the region. The group is starting out on this path by planning a forum to gather input from a small group of area organizations, institutions, and business representatives, incorporating the whole spectrum of sustainability—conservation easements, waste, transportation, and more. These representatives will be asked to come, share, and work to bring clarity on what the region needs to move forward on sustainability.   The hope is for the forum to also provide MSN with input on what active role they can play. In this way MSN is already acting as a sort of 'hub,' by bringing people together, gathering information to be made accessible to a broader audience, and moving the sustainability of the region forward.

⌘ To learn more about Monadnock Sustainability Network and their latest efforts, visit:
http://www.greenmonadnock.com.

STATE-WIDE COLLABORATIVE OUTREACH

Susy Thielen—Heading for Home—Monadnock Region, NH

The Heading for Home Coalition consists of a Board of Directors representing Monadnock Region businesses and individuals who believe that there needs to be a concerted effort in addressing affordable workforce housing issues in our region. The Coalition is managed and supported by part-time Program Director, Susy Thielen.

The Heading for Home mission:
A Regional Housing Coalition will be fulfilled through information sharing and awareness building, bringing into sharper focus the economic and community impact of imbalances among housing stock, housing costs, wages, job growth, employee retention, and the need for environmentally responsible housing development. The coalition hopes to attract a broad range of businesses and individuals to help improve the atmosphere encouraging the market to respond to the needs of our communities.

Why pursue state-wide collaborative outreach?

Collaborating across the state for a common purpose aids in the development of a unifying force for the cause. This unified force leverages greater funds, improves idea-sharing across geographic boundaries, and strengthens solution-building. Utilizing state-wide collaboration for public outreach additionally benefits such groups, by unifying their message, combining resources for broader and more consistent outreach, and raising the profile for the cause.

In what ways does Heading for Home collaborate across the state?

Heading for Home's Program Director, Susy Thielen believes that it is always better to try to do things with someone else. *"The partnerships make all the differences in reaching goals or any community organization work, because they strengthen your organization, they give it a much larger footprint."* The Coalition partners locally to address regional housing issues; however they also see the value in reaching beyond their coalition's geographic boundaries. Susy recognizes

that with a topic like housing, one can't work alone and only locally; the work and impact need to be broader.

Heading for Home is fortunate to be one of five housing coalitions in the state. All five of New Hampshire's Housing Coalitions are in-part supported through funding from the New Hampshire Housing Finance Authority (a non-governmental, statewide public benefit corporation). The coalitions meet regularly to share successes, problem-solve, and brainstorm better ways to support affordable housing state-wide. Susy is proud to share that *"we work together very well, and are in contact all the time."*

What challenges does Heading for Home face?

The issue

Susy speaks to the Coalition's difficulty with getting people interested in and involved with affordable workforce housing. Much of the problem is just making the concept understandable to the public: *"So with workforce housing, trying to come up with a term that explains…housing for people who work…but people don't get it…and don't understand that it's an ongoing problem."* The group has also found it difficult to gain this clarity internally in their mission statement:

> *"If you can't tell people what you do in one sentence and tell them what your mission is… That's a weakness because nobody wants to read it and if it takes that many words to explain what you're trying to do, then you've got to do something to clarify it."* Ultimately, Susy explains, *"It's not a sexy issue."*

Sustaining interest (on a small budget)

Even once people are on board, Heading for Home struggles with maintaining involvement and interest:

> *"It's a huge goal and long-range. It's hard to keep something like housing for people who work at the top of people's list of things they need to think about, because as soon as people solve their housing problem they move on to other things…as they should…they can't be thinking about same thing all the time."*

In her interactions with other Housing Coalitions state-wide Susy has found that this is a common problem. Other coalitions were telling her that *"Every time we have an event, we need to raise our profile again and try to keep it up there for enough people to see. Sometimes, we start over for each event."*

In what ways does Heading for Home use innovation to build solutions?

> *"If you get people motivated today how do you keep them motivated for 20 yrs? Well we're working on that. That's our biggest issue. Identifying the problem, having people understand what the problem is, having them understand why it's an issue and why they need to keep thinking about it/keep working on that."*

The close contact Susy has maintained with fellow New Hampshire Housing Coalition representatives has brought insight not only into common problems, but more importantly into collaborative solutions. The coalitions see themselves as the connection between New Hampshire Housing Finance Authority and the communities in which they work. By stating a common desire for more consistent outreach, the coalitions realized that *"The amount of energy and money we put into our efforts so that people see and hear it could be amplified by someone big like NH Housing (Finance Authority)."*

Susy brings to the table is a strong belief in the power of media. *"I just think Americans think in media."* She sees media as a way to bring up the awareness and profile of the hard-to-understand, less-attractive affordable workforce housing issue. The other Housing Coalitions also saw the potential in this and, as a whole they are interested in speaking with New Hampshire Housing Finance Authority about funding something statewide. The idea that has arisen is a regular Public Radio space that is shared among the coalitions and their efforts from month to month. By keeping the issue on people's minds on a state-wide level, Susy hopes to begin to hear people say, *"Oh yeah, I heard that on New Hampshire Public Radio. That seems to be something that people are paying a lot of attention to now."*

From her experience, Susy believes that the results are always better with collaboration.

> *"I don't have all the good ideas; I don't have all the connections; I don't know everybody, although I try to get to know as many people as possible. I've only lived here for 35 years, so I'm still new…it is New England after all."*

⌘   To learn more about Heading for Home's latest efforts, visit:
http://www.headingforhome.org.

CROSS-SECTOR PLANNING

J.B. Mack—Monadnock Region Transportation Management Association (MRTMA)—Monadnock Region, NH

Currently facilitated by Southwest Regional Planning Commission (SWRPC), *MRTMA is a coalition of organizational and individual members interested in a sustainable transportation future for the Monadnock Region.* The MRTMA's mission is *to promote all modes of transportation that enhance the environmental, economic, and physical health and well-being of citizens in the Monadnock Region.*
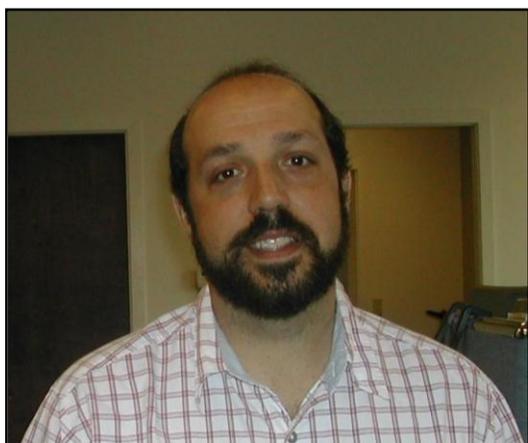
What is the value of cross-sector planning?

Cross-sector planning involves multiple sectors (business, government, non-profit, academic institutions, etc.) in the project planning process. By bringing together all of the individuals and groups potentially affected by a given topic the impact and applicability of solutions are more wide-spread.

How does MRTMA use cross-sector planning to accomplish its goals?

Recruiting & maintaining participants

In 2006 the Travel Demand Management Advocacy Group for Keene and Beyond formed to begin working on regional transportation issues. This group organized the Monadnock TranSymposium in 2010, which helped launch the creation of the MRTMA. The TranSymposium brought together citizens, non-profits, and businesses to share and learn about how to improve regional transportation.

The TranSymposium not only brought in a diversity of voices, but also was a successful event the group has since been able to point to as they continue to recruit new people. Other significant successes include the development of MRTMA's award-winning website and the annual Commute Green Celebration. J.B. Mack, one of the group's facilitators, speaks to the value of these successes: *"People are seeing a product of their work, something that they think has some legs, so they want to invest more time into it to make it happen."*

Since the TranSymposium, the group has gone through a thorough strategic planning process. J.B. expresses the importance of this process: *"I think because we were able to package a vision and a mission that people were able to understand and some ideas about some things that we could do, we're more likely to gather interest from more people."* Additionally, it is important that the mission and vision reflect the desired diversity of the group. *"The approach is trying to make this as open as possible to as many different groups as possible."*

J.B. adds that when getting people involved, *"I think we've had the most success when we're grassroots and have one on one contact with people, because people are flooded with information."* He recognizes the importance of helping people to see that *"Our main goal—increase transportation options—helps all of their goals,"* from affordable housing to land-use to helping people save money to increasing energy security and more.

Valuing cross-sector collaboration
The concept of cross-sector collaboration and breaking down "silos" to reach consensus is at the core of what MRTMA is striving to achieve. The group states on their website:

> *"MRTMA recognizes the broad impacts that our transportation system has on us as individuals and as communities—everything from our jobs to our cost of living to our health."*

> *"Given transportation's prominent role in our daily lives, the MRTMA believes a diverse coalition of government, businesses, non-profit and other groups are essential for addressing these transportation challenges."*

What challenges has MRTMA faced along the way?

Transition out of the conceptual stage
At the same time as he recognizes the value of developing and crystallizing a common mission and vision for the group, J.B. speaks to the difficulty of the group's long conceptual stage. The process was long and slow-going and while the group now is moving towards action implementation, J.B. recognizes that he is still struggling with articulating the message. *"I need my elevator speech so that I can give all the examples in one minute, so that person understands what we're talking about."*

Volunteer commitment
MRTMA is fortunate to be comprised of dedicated citizens and group representatives. Yet, their involvement is limited due to the volunteer nature of their membership. Based on this issue, he also has found it difficult to recruit more volunteers. While he and Tara Germond, J.B.'s co-facilitator from SWRPC, have done much to move the group forward, he is concerned that the time and energy they are able to put into it are not enough. *"The Coalition right now is really dependant on SWRPC to keep things going."*

Thinking outside of the circle

J.B. shares what he feels is one of the greatest challenges for collaborative efforts in the region:

> *"Our region has an extremely active and participatory community involved in issues, but one thing that our regional community always lacked is an ability to reach out and try to understand what other groups are doing before you dig in and try to do something yourself. ...When working in a group process or coalition, we really should take an inventory on what's already going on, look at (the question): Would it make more sense to add your energy and expertise to existing efforts?"*

In what ways does MRTMA use innovation to build solutions?

Articulating & sharing the message

In looking for a solution to improve the group's ability to articulate and spread their message, J.B. is inspired by his colleague, Tara Germond's idea to borrow from the Cooperative Extension's model of *Master Gardeners*. The Master Gardener program trains citizens to become garden experts and requires participants to commit to volunteering their garden knowledge to the community. She envisions using the model as a way to teach people in the community about sustainable transportation. This sustainable transportation advocate could be *"a person that becomes an expert on the topic because this can be complicated to talk with people about."*

Inspiring action

Also inspired by a program run through the Monadnock Conservancy, J.B. sees opportunities for making these issues real in the communities that are affected and moving those communities towards action.

> *"(The Monadnock Conservancy program) is working with communities to think about how conserving land is a part of their overall vision for a community. They have a model going that could be used for sustainable transportation—working with a community involves going to night meetings, talking about issues, developing local initiatives and goals to fulfill that idea."*

Employer commitment

In search of an alternative to volunteer-dependency, J.B. sees the solution in the organizations, businesses, and institutions his volunteers represent.

> *"If a lot of these things fit into a job description of what other people do, then we can make a case to have employers that are involved allow employees to allot some of their time to this effort, because they see the connection between what the mission/goals of that agency are and the work of MRTMA. ...To make this sustainable, I think employers need to know that we are achieving things along the*

*road and that it is helping with the image of the organization or with the goals they want to achieve."*

Systems thinking

J.B. feels that the broader networking piece of collaboration is under-valued. He sees this as an awareness issue, proposing that *"One thing that would be really beneficial to anyone who's involved in collaborative efforts is training for individuals on how to always make a point of being aware, going through the process better understanding what other groups do."*

What resources have helped MRTMA through collaborative processes?

Trained as planners, both J.B. and Tara understand how to move public processes forward. They see this role as following a basic structure: making sure there is thorough input, making sure the input is recorded accurately, and making sense of it and how that leads to the next step. Additional tools that have helped them in their facilitation role have included a visual guide for the group process and creative exercises used to keep things interesting and provide opportunities for the group to learn from the diversity of perspectives represented.
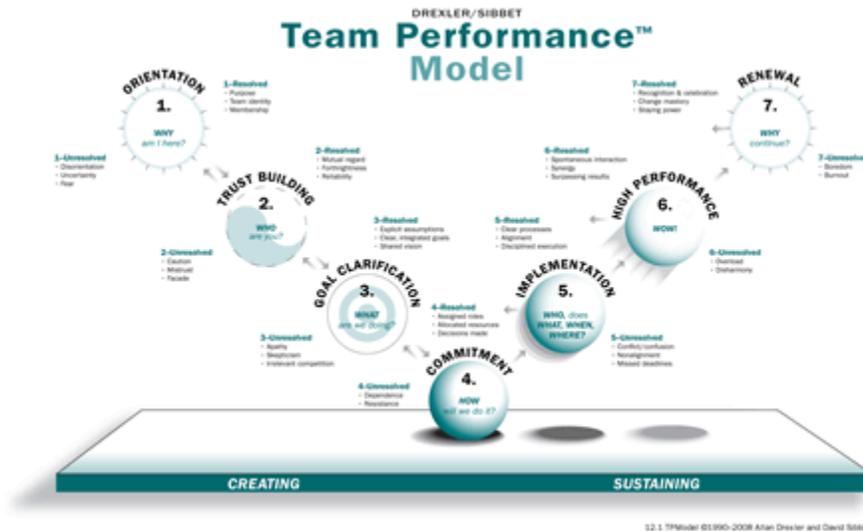
⌘ To learn more about Monadnock Regional Transportation Association and their most recent efforts, visit their website at: http://www.monadnocktma.org.

FOUNDED ON COLLABORATION

Amanda Costello—Cheshire County Conservation District—Cheshire County, NH

The mission of the Cheshire County Conversation District (CCCD) is: *to promote the conservation and sustainable use of our natural resources for the people of Cheshire County by bringing individuals and groups with common environmental interests together to share ideas, resources, and information.*

What are the origins of CCCD's collaborative approach?

Amanda Costello, District Manager for Cheshire County Conservation District (CCCD), when asked to highlight collaborative efforts she is involved with through CCCD, first responded: *"It's funny to think of collaboration and the work of the organization as separate things."* She explained, *"We were founded on collaboration."*

Conservation Districts were born in the 1940s, as governmental sub-divisions of the state to provide leadership and decision-making around conservation issues at a county level.

CCCD is co-located in a service center with Natural Resources Conservation Services (NRCS), the lead conservation agency of the United States Department of Agriculture (USDA). The two organizations not only share a work space, but also a common mission and vision, and partner on a daily basis to link federal resources with local need.

CCCD is also a part of the New Hampshire Association of Conservation Districts, providing potential for collaboration and idea-sharing across the state. In turn, the Association is a part of a group of conservation-related organizations working in New Hampshire (including NRCS, UNH Cooperative Extension, and others), called New Hampshire Core Conservation Partnership. This group is working toward similar goals at a state-level, and meet once a year to sign a document that re-defines their commitment to support and strengthen each other's work.

Amanda recognizes the value in these nested partnerships:

> *"There are these layers of people you can reach up to if you want to do something at the statewide level or reach out to a member if you want to learn from their*

experiences. It's reassuring to know all those people are only a phone call or email away…having the layers of support."

How has Amanda taken on the mission of CCCD?

While CCCD was born out of collaboration, Amanda, as District Manager, has furthered the goals of the organization through a commitment to developing community partnerships. Nearly every workshop, event, and project involves a broad range of community, county, and regional partners. These partners share insight, experience, technical assistance, and resources to accomplish larger goals. In addition, in fulfillment of CCCD's mission, Amanda brings in the broader community's insights by providing regular opportunities for outreach and information-gathering through community forums, public meetings, and information-sharing sessions.

What are themes of success?

With a great deal of experience with partnerships and collaboration, Amanda has much to say about themes that have lead to her experience of cooperative success. Some the basic principles include:

Roles

It's important to have defined roles and a clear understanding of how you fit into a given group or project.

> *"There can be a 'pass the buck' mindset with collaborative efforts a lot of times because everybody thinks, 'well, oh, it's going to happen'…if it's not clearly defined what everyone's roles are." "Vision is great, but answering the question of who's going to do it…When there's a clear path (for me, everybody works so differently) of how to get things done, I'm much more likely to be engaged."*

Respect

> *"Respect other people in the room. Know that everyone comes with baggage. It's like a relationship: know where they're coming from, listen, and try to actually hear them, and leave your own baggage a little bit too."*

Purpose

Have a strong purpose for why you're involved.

> *"[Figure out] if it's going to help you achieve your mission as an organization to be a part of [a collaboration]. It's so much more rewarding to go to meetings if you know it's actually going to be valuable; that it will achieve a greater mission, but also help you further your mission."*

Plans
> *"Having a plan gets people on the same page. Even though the process may be painful, it is important to get everybody to feel like they're 'ship's in the right direction.' However, a plan is only valuable if it is not that important to you; if you can all evolve with the plan. When people get too hung up on the details of the past it seems things can become more irrelevant for the future. Plans are important as long as they are revisited...working docs."*

People

Enhance your relationship with the people you're going to be working with in the future. *"Face-to-face conversation, if genuine, from the key people in the organization is good, to hear where they're going and where there are cross-roads."*

How does CCCD use their collaborative approach to build innovative solutions?

In 2007 CCCD developed a program called Monadnock Farm & Community Connections (MFCC). The program was launched as a result of a series of community forums focused on strengthening the connection between the public and the agricultural community. MFCC is a regional coalition which engages community volunteers and partner organizations in its mission *"to support a sustainable food system by cultivating community action and building collaborations to implement effective programs, projects and policies."* As of August 2012, MFCC is in the midst of updating their strategic plan to incorporate an even more comprehensive vision for collectively building a sustainable local food system, actively seeking input from individual citizens, government, businesses, local organizations, and academic institutions.

Clearly, working together is the way Amanda and the CCCD get things done. When asked why she continues to work in collaboration with others, her answer was:

> *"Because it makes sense to share the benefit and the workload. It makes your life flow better because people have different skill sets. Because it makes your life easier and if it doesn't you probably wouldn't do it."*

⌘ To learn more about Cheshire County Conservation District and their most recent efforts, visit their website at: http://cheshireconservation.org.

SOCIAL INFRASTRUCTURE

Gary Fox—active community member & volunteer with Great Falls Food Hub— Cheshire County & Sullivan County, NH; Windham County & Windsor County, VT

The Great Falls Food Hub (GFFH) is a collaborative effort of Post Oil Solutions (POS), Southeastern Vermont Community Action (SEVCA), and a wide-range of stake-holders in the local food system, all working with the goal of *making locally produced food affordable and available to all the people of Windham, Cheshire, Sullivan and Windsor Counties by connecting farms and communities.*

A compelling reason & a sound mission

A committed community member and natural collaborator, Gary Fox has served in a broad range of collaborative groups throughout the years. He's seen a variety of models at work—from informal coalitions to government commissions to groups experimenting with a diversity of tactics. From this experience, Gary recognizes that every group operates differently, depending on the work they are trying to accomplish, the dynamic of the individuals working together, and the leadership that is guiding the effort. Having seen successful collaboration take a variety of forms, he is cautious when it comes to assigning broad generalizations for *how* groups and individuals should work together. With that in mind, Gary recognizes some essential *qualities* of successful groups:

1) Participants must have a 'compelling reason' as to why they are present. Gary considers this basic to collaboration—no matter what the group's structure, a functional group comes down to its individuals having something that makes them want be there and get things done.

2) The group should regularly re-visit: 'what is our mission?' This is valuable to ensure that group objectives are being met, but also to recognize that a mission may change. Based on his experience, Gary recognizes that as more information is gathered or as different people become involved, groups should acknowledge that the 'picture' may change and be open to shifting priorities.

What is GFFH's dilemma?

Great Falls Food Hub (GFFH) started in 2009 as a result of a community food assessment that identified a strong need for assistance to local farmers and food producers in the Connecticut River Valley, *"to enable them to survive and thrive, and to provide nutritious local food affordably to area residents."* Based on these results, the group began to discuss the potential for physical infrastructure support in the form of a regional food hub. However, as more voices joined the conversation, Gary describes that a disconnect was recognized—the majority of consumers are not eating what's produced locally and the majority of what's being produced locally is being sold elsewhere. The way people eat is ingrained in the way the food system operates and vice-versa. Along with his fellow GFFH members, Gary recognized that before physical infrastructure can be effective, there must first be a paradigm shift: *"You can't really build a local food system until that consciousness is shifted."* At that point GFFH sought to de-centralize their work, so that their goal would have less to do with the development of physical food hub infrastructure and be more focused on the building of social infrastructure within their communities, engaging new and experienced people in the work of shifting the local food paradigm.

How is GFFH using 'social infrastructure' to build innovative solutions?

To directly address the issue of consciousness-shifting, GFFH hosts community conversations and workshops for people to learn more about local food, gardening, preserving, cooking, as well as to bring new people into the effort of developing the local food system.

As an organization, GFFH has come upon a new de-centralized model that Gary feels is more effective at driving the social change needed. Inspired by the work of Vermont's Farm-to-Plate Initiative, GFFH has taken-on a network model that builds social infrastructure. In this model, GFFH serves as a support organization for a network of existing organizations and individuals already working within the food system. Gary explains:

> *"Kind of by definition building social infrastructure is networking...so, it made sense to look at a network model where, depending on what the outreach is, what the community is, what the particular project area is...that there are natural partners out there doing it."*

The work of this network is project-driven, with each project attracting organizations and individuals who are committed, passionate, and potentially already involved in the effort. The collaborative partners of each project group determine the goals and actions for the project they are working on. Then on a quarterly basis, representatives from each project area meet to share project updates and look for potential connections between projects and partners.

This model is originally based on the practice of *collective impact, "the commitment of a group of important actors from different sectors to a common agenda for solving a specific social problem* (Kania & Kramer, 2011)." In this model, GFFH offers the support needed to coordinate the overall effort and continually align community goals.

Curtis Ogden of the Interaction Institute for Social Change, and one of the facilitators working with the Vermont Farm-to-Plate Network makes the point that *"Networks are about aligning self-interest with collective interest, not sacrificing the former for the latter"* (2011). By this standard, networks uphold the concept that 'compelling reason' drives collaborative success. When well-organized, networks 'lift all boats' and bring community and region-wide impacts by incorporating individual interests into the collective interest. Gary conjectures that the beauty of working together in this way is in the process: *"If you have all the right people at the table for the effort you're trying to get to, you have all of appropriate buy-in because they helped build it."*

Resources

* ❖ New Directions Collaborative: http://www.ndcollaborative.com
  Case study on Vermont Farm-to-Plate Initiative:
  http://www.ndcollaborative.com/services/retreats/case-studies/130-nov2010retreat
* ❖ Interaction Institute for Social Change (IISC): http://interactioninstitute.org
  IISC Blog post 8/31/11, by Curtis Ogden, found at
  http://interactioninstitute.org/blog/2011/08/31/6402/#more-6402
* ❖ Working Wikily: http://workingwikily.net
  Blog post 5/24/11, by Heather McLeod Grant, found at
  http://workingwikily.net/blog/2011/05/24/sharing-the-re-amp-case-study-at-the-hub/
* ❖ Standford Social Innovation Review
  Article by John Kania & Mark Kramer, Collective Impact, *Stanford Social Innovation Review*, Winter 2011, found at http://www.ssireview.org/articles/entry/collective_impact/

⌘ To learn more about Great Falls Food Hub and their most recent efforts, visit their website at: http://www.greatfallsfoodhub.com.

CONNECTING
THE REGION

Sue Farrell—Former Executive Director of Arts Alive!— Monadnock Region

Arts Alive! is a nonprofit organization *working to sustain, promote and expand access to arts and cultural resources in the Monadnock Region*

How has Arts Alive! endeavored to be a collaborative 'regional' organization?

 "In 2007, a group of private citizens convened a meeting of regional cultural and artistic organizations to discuss plans for an informal collaboration that would facilitate communication and distribution of information regarding programming, fund raising and other activities of mutual interest (Arts Alive! website)."

This gathering sparked the group's first Plenary Session which brought together representatives from cultural and artistic organizations across the region and the beginning of a long-term collaborative effort.

Five years later, Arts Alive! is comprised of upwards of eighty-five participating organizations, six coordinating agencies, and is governed by an eighteen member Board of Directors. The Board is supported by an Executive Director and eight work groups to address issues and initiatives of the organization. Participating organizations convene in plenary meetings about three times per year to voice concerns, needs, and ideas, and to give guidance as to where Arts Alive! should be heading and what projects the organization should take on.

When asked how Arts Alive! has engaged such a broad range of groups from across the region, former Executive Director, Sue Farrell, explained that the first meeting attendees were recruited by funders. She clarified that the idea for meeting in the first place was sparked as a result of a couple of arts organizations in the area unknowingly planning their major funding event for the same night. Funders and cultural/arts organizations alike recognized that something had to be done to get the regional arts community communicating and collaborating. To this end, Arts

Alive! actively seeks a Board of Directors that represents the communities served, drawing from a diversity of art and cultural disciplines and communities across the region. The organization's major collaborative achievements to date include: developing an online planning/event calendar for participants; incorporating arts and culture as part of the City of Keene's Master Plan; collaborating with Americans for the Arts to complete an Economic Impact Study for the Monadnock Region; and conducting a cultural needs assessment.

What challenges has Arts Alive! faced in its effort to collaborate regionally?

With a strong, active board and wide community support, Arts Alive! has achieved the improved regional communication and collaboration it set out to support. However, as with any new organization, the group is still working to find its appropriate role in the region and how it can best foster the connections desired. One of the organization's challenges lies in clarifying its specific role in the community. Sue explained that initially the organization lacked a certain amount of necessary clarity, both internally (in how the organization understood the work they were striving to do) and externally (in how the community understood the work of the organization). One example of this was an expectation that arose time and again from the community that Arts Alive! would serve as a fiscal sponsor or grant writer, both things that the organization was open to exploring, but were tasks that were beyond the group's current capacity to achieve. Another example was Arts Alive's involvement in forming a Multi-Arts Center, working with MoCo and the Colonial Theatre. Sue reflected on the results of that experience:

> *"I think people saw us as, rather than a collaborative, only representing those two organizations. Very frankly there were and perhaps still are perceptions that the only reason Arts Alive! was formed was for the Multi-Arts Center. I really think that hurt us. Perception is everything."*

Sue recognized that,

> *"It's easy to say kind of what you want to be and say we'll kind of figure it out as we go along. The clearer you are about what you want to be and don't want to be, you're going to be better off."*

The Monadnock region, as Sue sees it, is *"ahead of other regions in terms of regional communication."* Demonstration of this is an online events calendar on the Arts Alive! website for participating organizations, which has contributed to the group's goal of increasing communication between organizations within the Monadnock region. However, Sue and others in the region see more works needs to be done to attract broader participation through a more sophisticated, widely shared calendar.

Lastly, Sue shared that it tends to be the case that events and efforts from one part of the region don't get communicated or coordinated with events and efforts in other parts of the region—an east/west regional divide. This can at times make it difficult for Arts Alive! to serve the region cohesively. Arts Alive! is always seeking methods and tools to better foster collaboration, communication, and cooperation among cultural and arts organizations across the region.

How is Arts Alive! building innovative solutions to collaborate regionally?
In her time with Arts Alive!, Sue worked with the Board to better define the organization's work as well as to develop better communication tools. They were working toward two exciting initiatives at the time of our interview.

One such initiative was a project that extended beyond Arts Alive! to other organizations looking to collaborate in the region. Sue and others were working with John Udell (Keene local and computer technology specialist) on an idea to link up the region through a shared public events calendar. Rather than groups spending time posting events to the number of organizational calendars in the region, the shared public events calendar would automatically link up calendars for anyone who wanted to participate. Through use of more sophisticated technology, this tool would advance the region to better coordinate regional events and efforts.

Arts Alive! was also working on a cultural tourism initiative for the region. This would further the goals of the organization by promoting more cohesion for cultural/arts efforts across the region. Sue explained that the benefit of attracting people from outside of the area is that, if the initiative is successful, someone visiting from Hartford, CT (for example) would see the rich culture of Monadnock as a region, and the initiative would achieve a cohesive regional image. Conversations have been had at the state level, with the Commissioner of Cultural Resources for the State of New Hampshire, and the group has continued to discuss the possibilities. Potential next steps include a website that would represent the region for tourists, both residents and non-residents. Also Sue expressed that a "branding initiative" was needed to move the project forward.

Sue sees the work of Arts Alive! and the effort to "*sustain, promote and expand access to arts and cultural resources in the Monadnock Region*" as an endeavor that extends beyond cultural and arts organizations to other regional stakeholders. This is demonstrated in the diversity of participating organizations that make up Arts Alive!—from theatres and to universities, from chamber orchestras to school districts, from studios to farms, from youth arts programs to town governments. In the organization's future work, Sue hopes to see more ways to connect the arts and the business community. Ultimately her vision is to see Arts Alive as a sort of Chamber of Commerce for the arts community in the Monadnock region—really representing the arts throughout the region and letting people know what's going on.

⌘   To learn more about Arts Alive! and their most recent efforts, visit their website at:
http://monadnockartsalive.org.

SERVICE LEARNING
PARTNERSHIPS

Valerie Britton—Chair of the Samuel E. Paul War Memorial Commission—Troy, NH

The Samuel E. Paul War Memorial Commission, appointed by the Town of Troy, is dedicated to the restoration and revitalization of the Samuel E. Paul Memorial Park/Sand Dam.

Deep roots

Appointed by the Town of Troy Selectmen, the Samuel E. Paul War Memorial Commission is a three-year commission, conducting an information-sharing study and developing future plans for the restoration of the Samuel E. Paul Memorial Park (a.k.a. - Sand Dam). The park is named after Dr. Samuel E. Paul who came up with the idea of a living memorial to honor veterans, after WWII. *"The idea behind the park is to teach all children in town to learn to swim because many soldiers lost their lives because they never learned to swim."* The Commission was appointed at the request of Valerie Britton, current Chairperson for the Commission and long-time resident of Troy. *"Dr. Samuel Paul brought me into this world, I have been a resident of Troy for most of my life and I grew up enjoying Sand Dam Park."* In the passing years since her childhood, Valerie has seen the park go from a "hot spot" for town recreation to a neglected and run-down property.

Valerie is a highly engaged community member; however she chooses to get involved with certain efforts above others for very specific reasons.

> *"My motivation for the collaborative efforts I am involved in comes from my deep roots to my community. I choose projects that I have passion for and have played a vital part in my own life and my desire for others to continue to enjoy."*

What does the Commission need to be successful?

The Samuel E. Paul War Memorial Commission is a community-scale project, based in a small town, and in need of some broader support and resources. Valerie explains that support from the Town of Troy has been crucial to get the project started and will be necessary to move forward on

the actual restoration of the park. Also needed to move the project forward will be financial support through grants and private funding.

Prior to these stages, however, the Commission has utilized dedicated volunteers to conduct the study that will be used for moving the project forward. Much of the time and resource commitment has come from Troy community members. Valerie uses a similar strategy to involve the community as she uses for herself—having them focus on their passions. She encourages volunteer members to choose the project area that they are most interested in, partner with others who have similar interests, and report back to the group for final approval. She finds that this strategy keeps volunteers engaged. The need for volunteers remains as the group plans for the actual rebuilding of the site.

How is the Commission building innovative solutions?

To bring in the broader support needed and to enrich the project, the group has developed a partnership with Keene State College (KSC) to involve students through a Service Learning Program. The Service Learning Program through KSC has matched students with associated interests and educational goals to the Samuel E. Paul War Memorial Commission in support of the Sand Dam restoration project. This additional support has given the project the research support and people-power needed to complete the study. The partnership has matched-up students and faculty from Environmental Studies, Architecture, Geology, and Health Science programs to conduct independent studies, collaborative projects, and a Senior Project. Among the services received by the Commission are a natural resource inventory, a health and wellness assessment, a geological survey, design plans, action plan recommendations, and ultimately a Master Plan for the restoration of Sand Dam Park. Again, by matching these volunteers with a real-life project that they are interested in and focusing on an area that they are passionate about, students have been engaged and have ultimately made a big difference in the capacity and success of the Commission's work.

Valerie's sentiment about this partnership is simply, *"This has been fantastic! I can't recall any situation that I have been involved in where collaboration was not the best approach."* She encourages new groups to utilize students at their local schools and colleges to enrich efforts, recognizing this as *"the most valuable resource we have."*

⌘   To learn more about the Samuel E. Paul War Memorial Commission and their most recent efforts, visit their website at: http://troypaulsanddam.com.

Collaboration Resources

Websites

- The Community Toolbox—"Promoting community health and development by connecting people, ideas and resources"
  (A wealth of resources and tips for communities working together)
  http://ctb.ku.edu/en/default.aspx
- Tom Wolff's website, author of "The Power of Collaborative Solutions"
  (Best resources under "Free Resources," "Coalition Building Tip Sheets")
  http://www.tomwolff.com/healthy-communities-tools-and-resources.html#free
- Prevention Institute—"Prevention and equity at the center of community well-being"
  (Best resources under "Tools" & see articles referenced below)
  http://www.preventioninstitute.org/
- National Network for Collaboration (NNCO)—Building Organizational Collaborations
  (Best resources under "On-Line Network and CES Collaboration and Change Resources" & link to "Collaboration Training Program Manual")
  http://www.uvm.edu/extension/community/nnco/
- Community Building Institute (Provide a service to groups interested in collaborating)
  http://communitybuildinginstitute.org/
- Community Initiatives Network (Provide a service to groups interested in collaborating)
  http://www.communityinitiatives.com/
- Center for Whole Communities (Best resources under "Learning Resources")
  http://www.wholecommunities.org/
- OSU Extension Ohioline—Youth (A long list of factsheets on building coalitions)
  http://ohioline.osu.edu/lines/kids.html#COALI
- Fieldstone Alliance—"User-friendly publications that help nonprofit, community, funders, government, and business leaders improve their communities."
  (Best resources under "Free Resources")
  http://www.fieldstonealliance.org/index.cfm

Web-based Articles

- "Four Attributes of Collaborative Communities" by Andrea Meyer, October 12, 2011
  (Based on "Building a Collaborative Enterprise," Adler, et al. (2011), *Harvard Business Review*)
  http://collaborativeinnovation.org/2011/10/4-attributes-of-collaborative-communities/
- "Recognizing Barriers to Collaboration" from Master Facilitator Journal, Dec. 13, 2011
  http://www.masterfacilitatorjournal.com/archives/skill518.html
- "Assessing Your Collaboration: A Self Evaluation Tool" (*Journal of Extension*)
  http://www.joe.org/joe/1999april/tt1.php
- "Ten Lessons in Collaboration" (*Online Journal of Issues in Nursing*)

Gadner, Deborah B., PhD, RN, CS. (2005). Ten Lessons in Collaboration. *Online Journal of Issues in Nursing.* Vol. 10, Issue 1.

- Collaboration Framework—Addressing Community Capacity (National Network for Collaboration) http://crs.uvm.edu/nnco/collab/framework.html

Guides/Articles/Tip Sheets

- Merrill-Sands, D. & B. Sheridan. (1996). Developing & Managing Collaborative Alliances: Lessons from a Review of the Literature. Organizational Change Briefing Note—No. 3. Simmons Institute for Leadership & Change, Simmons College: Boston, MA.
- Nowell, B. & P. Foster-Fishman. (2011). Examining Multi-Sector Community Collaboratives as Vehicles for Building Organizational Capacity. *American Journal of Community Psychology.* 48:193-207.
- From Prevention Institute:
  - "Developing Effective Coalitions: 8-Step Guide"
  - "The Tension of Turf: Making it Work for the Coalition"
  - "Collaboration Math: Enhancing the Effectiveness of Multidisciplinary Collaboration"
  - "Collaboration Multiplier: Enhancing the Effectiveness of Multi-field Collaboration"
  - "Collaborative Effectiveness Assessment Activity"
- *Community Food Project Evaluation Toolkit*
  http://www.foodsecurity.org/evaluation_pg2.html
- *Whole Measures* guide—A Program of Center for Whole Communities (Measures of success for healthy, whole communities) http://www.measuresofhealth.net/

Books

- Chrislip, David D. (2002). *Collaborative Leadership Fieldbook: A Guide for Citizens and Civic Leaders.* Jossey-Bass—John Wiley & Sons, Inc.: San Francisco, CA.
- Bunker, Barbara B. & Alban, Billie T. (2006). *The Handbook of Large Group Methods: Creating Systemic Change in Organizations and Communities.* Jossey-Bass—John Wiley & Sons, Inc.: San Francisco, CA.
- Wolff, Tom. (2010). *The Power of Collaborative Solutions: Six Principles and Effective Tools for Building Healthy Communities.* Jossey-Bass/John Wiley: San Francisco, CA.
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- Kaye, Gillian & Wolff, Thomas J. (2002). *From the Ground Up: A Workbook on Coalition Building and Community Development.* AHEC/Community Partners: Amherst, MA.
- Winer, Michael B. & Ray, Karen. (2011). *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey 2nd Edition.* Fieldstone Alliance. Found at http://www.fieldstonealliance.org/productdetails.cfm?PC=166